



# Public Document Pack

## Cambridge City Council

### STRATEGY AND RESOURCES SCRUTINY COMMITTEE

**To:** **Scrutiny Committee Members** - Councillors Robertson (Chair), Sinnott (Vice-Chair), Baigent, Benstead, Bick, Cantrill, M. Smart and Smith

**Alternates:** Councillors Sarris and C. Smart

**Leader of the Council:** Councillor Herbert

**Executive Councillor for Finance and Resources:**  
Councillor Owers

*Despatched: Friday, 4 July 2014*

**Date:** Monday, 14 July 2014

**Time:** 5.00 pm

**Venue:** Committee Room 1 & 2 - Guildhall

**Contact:** Glenn Burgess

**Direct Dial:** 01223 457013

### AGENDA

#### 1 APOLOGIES FOR ABSENCE

#### 2 DECLARATIONS OF INTEREST

Members are asked to declare at this stage any interests that they may have in an item shown on this agenda. If any member of the Committee is unsure whether or not they should declare an interest on a particular matter, they should seek advice from the Head of Legal Services before the meeting.

### **3 MINUTES OF THE PREVIOUS MEETING** *(Pages 9 - 18)*

To confirm the minutes of the meetings held on 26 March 2014 and 12 June 2014.

### **4 PUBLIC QUESTIONS**

### **5 DECISIONS TAKEN BY EXECUTIVE COUNCILLOR**

#### **5a Green Deal Principal Scientific Officer** *(Pages 19 - 30)*

Record of Urgent Decisions taken by the Executive Councillor for Planning and Climate Change

To note decisions taken by the Executive Councillor for Planning and Climate Change since the last meeting of the Environment Scrutiny Committee.

#### **Items for Decision by the Executive Councillor, Without Debate**

These Items will already have received approval in principle from the Executive Councillor. The Executive Councillor will be asked to approve the recommendations as set out in the officer's report. There will be no debate on these items, but members of the Scrutiny Committee and members of the public may ask questions or comment on the items if they comply with the Council's rules on Public Speaking set out below.

#### **Items for Debate by the Committee and then Decision by the Executive Councillor**

These items will require the Executive Councillor to make a decision after hearing the views of the Scrutiny Committee.

There will be a full debate on these items, and members of the public may ask questions or comment on the items if they comply with the Council's rules on Public Speaking set out below

## Decisions of the Executive Councillor for Finance and Resources

### **6 ORAL REPORT FROM THE EXECUTIVE COUNCILLOR AND PROPOSALS FOR 'LEAD COUNCILLORS'** *(Pages 31 - 32)*

Oral introduction by the Executive for Finance and Resources on the immediate priorities for the portfolio and an introduction to Lead Councillors.

Items for decision by the Executive Councillor for Customer Services and Resources, without debate.

### **7 GENERAL DEBTS - BAD DEBTS FOR WRITE-OFF** *(Pages 33 - 36)*

Items for debate by the committee and then decision by the Executive Councillor for Finance and Resources

### **8 BUDGET AMENDMENT** *(Pages 37 - 62)*

### **9 ANNUAL TREASURY MANAGEMENT REPORT 2013/14** *(Pages 63 - 80)*

### **10 2013/14 REVENUE AND CAPITAL OUTTURN, CARRY FORWARDS AND SIGNIFICANT VARIANCES** *(Pages 81 - 92)*

### **11 2013/14 REVENUE AND CAPITAL OUTTURN, CARRY FORWARDS AND SIGNIFICANT VARIANCES - OVERVIEW** *(Pages 93 - 148)*

### **12 ENVIRONMENTAL INITIATIVES WITH UNIVERSITY OF CAMBRIDGE** *(Pages 149 - 158)*

### **13 SUSTAINABLE CITY GRANTS REVIEW** *(Pages 159 - 180)*

### **14 ANTI-POVERTY STRATEGY** *(Pages 181 - 208)*

**15 INSURANCE SERVICES CONTRACT** (*Pages 209 - 212*)

**16 LAND AT COWLEY ROAD, CAMBRIDGE**

It is recommended that the committee resolves to exclude the press and public during this item by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972

**17 FUTURE MEETING TIMES FOR STRATEGY & RESOURCES SCRUTINY COMMITTEE**

<b>Decisions of the Leader</b>
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**18 ORAL REPORT FROM THE LEADER AND PROPOSALS FOR 'LEAD COUNCILLORS'** (*Pages 213 - 214*)

Oral introduction by the Leader on the immediate priorities for the portfolio and an introduction to Lead Councillors.

Items for debate by the committee and then decision by the Leader of the Council

**19 2013/14 REVENUE AND CAPITAL OUTTURN, CARRY FORWARDS AND SIGNIFICANT VARIANCES** (*Pages 215 - 222*)

**20 REVIEW OF THE LIVING WAGE POLICY AND ACCREDITATION**  
(*Pages 223 - 240*)

**21 SHARED SERVICES** (*Pages 241 - 250*)

## Information for the Public

### Location

The meeting is in the Guildhall on the Market Square (CB2 3QJ).

Between 9 a.m. and 5 p.m. the building is accessible via Peas Hill, Guildhall Street and the Market Square entrances.

After 5 p.m. access is via the Peas Hill entrance.

All the meeting rooms (Committee Room 1, Committee 2 and the Council Chamber) are on the first floor, and are accessible via lifts or stairs.

### Public Participation

Some meetings may have parts that will be closed to the public, but the reasons for excluding the press and public will be given.

Most meetings have an opportunity for members of the public to ask questions or make statements.

To ask a question or make a statement please notify the Committee Manager (details listed on the front of the agenda) prior to the deadline.

- For questions and/or statements regarding items on the published agenda, the deadline is the start of the meeting.
- For questions and/or statements regarding items NOT on the published agenda, the deadline is 10 a.m. the day before the meeting.

Speaking on Planning or Licensing Applications is subject to other rules. Guidance for speaking on these issues can be obtained from Democratic Services on 01223 457013 or [democratic.services@cambridge.gov.uk](mailto:democratic.services@cambridge.gov.uk).

Further information about speaking at a City Council meeting can be found at;

<https://www.cambridge.gov.uk/speaking-at-committee-meetings>

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<http://democracy.cambridge.gov.uk/ecSDDisplay.aspx?NAME=SD1057&ID=1057&RPID=42096147&sch=doc&cat=13203&path=13020%2c13203>

**Fire Alarm**

In the event of the fire alarm sounding please follow the instructions of Cambridge City Council staff.

**Facilities for disabled people**

Level access to the Guildhall is via Peas Hill.

A loop system is available in Committee Room 1, Committee Room 2 and the Council Chamber.

Accessible toilets are available on the ground and first floor.

Meeting papers are available in large print and other formats on request prior to the meeting.

For further assistance please contact Democratic Services on 01223 457013 or [democratic.services@cambridge.gov.uk](mailto:democratic.services@cambridge.gov.uk).

**Queries on reports** If you have a question or query regarding a committee report please contact the officer listed at the end of relevant report or Democratic Services on 01223 457013 or [democratic.services@cambridge.gov.uk](mailto:democratic.services@cambridge.gov.uk).

**General Information** Information regarding committees, councilors and the democratic process is available at <http://democracy.cambridge.gov.uk/>

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**STRATEGY AND RESOURCES SCRUTINY COMMITTEE**

26 March 2014  
6.00pm - 7.12 pm

**Present:** Councillors Pitt (Chair), Ashton, Benstead, Boyce, Herbert, Owers, Rosenstiel and Stuart

Leader of the City Council: Councillor Bick

Leader of South Cambridgeshire District Council: Councillor Manning

Cabinet Member for Growth & Planning at Cambridgeshire County Council:  
Councillor Bates

**City Council Officers Present:**

Chief Executive: Antoinette Jackson

Director of Environment: Simon Payne

Director of Business Transformation: Ray Ward

Head of Corporate Strategy: Andrew Limb

Committee Manager: Glenn Burgess

**South Cambridgeshire District Council Officers Present:**

Executive Director – Corporate Services: Alex Colyer

**Cambridgeshire County Council Officers Present:**

Director of Growth and Infrastructure: Graham Hughes

<b>FOR THE INFORMATION OF THE COUNCIL</b>
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**14/34/SR Apologies for absence**

Apologies were received from Councillor Cantrill. Councillor Stuart attended as the alternate.

**14/35/SR Declarations of interest**

No interests were declared.

**14/36/SR Public Questions**

There were no public questions.

**14/37/SR Greater Cambridge City Deal**

**Matter for Decision:** The report outlined the principles of the “City Deal” offer that the Government had announced in the Budget 2014 statement and recommended agreement to the principles of the Deal.

**Decision of the Leader:**

The Leader resolved to:

- Recommend to Full Council that it agrees the principles of the Greater Cambridge City Deal as summarised in paragraphs 3.6 – 3.22 of the officer’s report.

**Reasons for the Decision:** As set out in the officer’s report

**Any alternative options considered and rejected:** N/a

**Scrutiny Considerations:**

The Leader of Cambridge City Council introduced the item and made the following points:

- i. Thanked officers, particularly the Head of Corporate Strategy, for their hard work and commitment.
- ii. The 5 local partners had been consciously ambitious in their approach to the Greater Cambridge City Deal.
- iii. Whilst compromises had to be expected in any negotiation, the final Deal offer was reported as the highest across the country.

The Leader of South Cambridgeshire District Council (SCDC) made the following points:

- i. Whilst it had been extremely hard work for both members and officers, the outcome was worth it.
- ii. Emphasised the benefits of the Deal being in the form of grant funding and not a loan.
- iii. Engagement with the University of Cambridge had been a key factor and they were very enthusiastic about the project.
- iv. The deal would be scrutinised at SCDC next week.

The Cabinet Member for Growth & Planning at Cambridgeshire County Council made the following points:

- i. Both Cabinet and Council at the County Council had agreed the Deal unanimously.

The committee received a report from the Head of Corporate Strategy regarding the Greater Cambridge City Deal.

In response to member's questions the Head of Corporate Strategy said the following:

- i. The full details of the Deal would be set out in a "Deal Document" and Leaders and partners expected to formally sign this in the next couple of weeks.
- ii. The Government offer was for up to £500m of grant funding and would be payable in three tranches.
- iii. The first tranche, covering 2015-19, would be for £100m.
- iv. The second tranche, for 2019-2024, would be for £200m and was dependent on achievement of a 'trigger'.
- v. The third tranche of a further £200m would potentially be unlocked at a later date subject to achievement of a certain level of economic growth.
- vi. The details of the 'triggers' had yet to be finalised.
- vii. Integration and match funding from partners such as the Local Enterprise Partnership (LEP) was expected.
- viii. Decision making would be through a five-person Executive Board and be by consensus.
- ix. The Executive Board would make joint decisions on proposed spend as soon as it was established.
- x. The Transport Strategy had been adopted by the County Council and would be reviewed, alongside the Local Plan, in 2019.
- xi. As part of the project appraisal process the benefits of each scheme would be identified and assessed. Phasing and timings would however need to be taken into account.
- xii. Whilst the Government had committed to ensuring that funding was made available as needed to meet additional demand within the skills system this would have to be within the current envelope limit.
- xiii. Discussions were ongoing with the Head of Legal Services regarding the specific governance and voting arrangements for the non-Council partners.
- xiv. The Community Infrastructure Levy (CIL) would be an additional income source and be factored in accordingly.

- xv. The current legislation on ‘combined authorities’ did not allow the County Council to join and delegate its transport planning powers into a body covering only part of its geographical area. This was however likely to change and a ‘combined authority’ would be beneficial for integrated decision making.

In response to member’s questions the Director of Growth and Infrastructure said the following:

- i. Acknowledged concern about the lack of detail on the ‘triggers’, but stated that the key to assessing the potential benefits of a scheme would be an assurance framework.
- ii. Whilst the process for the 1<sup>st</sup> and 2<sup>nd</sup> tranche was likely to be straightforward a specific business case, expected outcomes and benefits for each scheme would be key assessment criteria. Simple measurements and a clear process for identifying schemes would be a key component.
- iii. It was inevitable that, in the early years, the profile of spend on schemes would not match the timetabling of the tranches. There would therefore be a need to ‘bend the spend’ – a process that Councils were used to adopting.
- iv. The City Deal would focus on delivery of local schemes.

In response to member’s questions the Leader said the following:

- i. There would be statutory elements of the process where the non-council partners of the Executive Board could not vote.
- ii. The Board would be augmented by a twelve person “Assembly”, formed of three members from each authority as well as three wider stakeholder members. This broader group would act as a sounding board for the Executive Board.
- iii. It was important that decisions were not just taken by the Council Leaders, and that all partners were engaged in the process.
- iv. A ‘Skills Team’ would be formed and facilitated through the County Council. An ‘Audit of Skills’ would be undertaken and the team would work with local employers and educational providers to ensure the needs of the local economy were recognised and met. The Board would be empowered to re-align local spend by educational providers on vocational training to match needs more closely with skills gaps in growth sectors of the local labour market where employers were willing to wrap opportunities in incremental apprenticeships.

The Scrutiny Committee considered the recommendations and endorsed them unanimously.

The Leader approved the recommendation.

**Conflicts of Interest Declared by the Leader (and any Dispensations Granted):**

Not applicable.

The meeting ended at 7.12 pm

**CHAIR**

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**STRATEGY AND RESOURCES SCRUTINY COMMITTEE** 12 June 2014  
12.00pm - 12.10 pm

**Present:** Councillors Bick, Smith, Cantrill, Benstead, Baigent, Robertson (Chair), Sinnott (Vice-Chair) and Smart

<b>FOR THE INFORMATION OF THE COUNCIL</b>
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**14/38/SR Appointment of Equalities Panel**

The Scrutiny Committee agreed the four nominations below:

Cllrs: Abbott, Austin, Bick M.Smart and Ratcliffe

**14/39/SR Appointment of Joint Staff Employer Forum (JSEF)**

The Scrutiny Committee agreed the membership of Joint Staff Employer Forum:

Cllrs: Bick, Bird, Dryden, Gawthrope and C.Smart

Alt: Avery and Price

Chair: Cllr Gawthrope

Vice-Chair: Cllr Dryden

**14/40/SR Appointment to Outside Bodies**

The Scrutiny Committee recommended appointment to the outside bodies listed below.

The Leader and the Executive Councillor for Finance and Resources agreed the appointments.

**Greater Cambridge Greater Peterborough Local Enterprise Partnership (1)**

Cllr: Herbert

Opposition Spokes: Bick

**Local Government information Unit (1)**

Cllr: Herbert

**Cambridgeshire Police and Crime Panel (1 + 1 alternate)**

Cllr: Herbert

Alt: Sinnott

**East of England Local Government Association (1)**

Cllr: Herbert

**LGA General Assembly (1)**

Cllr: Herbert

**Horizons Board (1)**

Cllr: Herbert

**City Community Safety Partnership (1)**

Cllr: Herbert

Opposition Spokes: Bick

**Connecting Cambridgeshire Steering Board and Delivery Group (1)**

Cllr: Herbert



**City Deal Steering Group (1)**

Cllr: Herbert

**CCTV Shared Services Board (1)**

Cllr: Herbert

**Making Assets Count (MAC) Member Reference Group (1)**

Cllr: Owers

The meeting ended at 12.10 pm

**CHAIR**

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## CAMBRIDGE CITY COUNCIL

### Record of Executive Decision

<b>Green Deal</b>
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**Decision of:** Tim Ward, Executive Councillor for Planning and Climate Change

**Reference:** 14/URGENCY/ENV/4

**Date of decision:** 22/04/14      **Recorded on:** 22/04/14

**Decision Type:** Key

**Matter for Decision:** The Executive Councillor asked to approve the commencement of this project and the associated staffing and administration.

- The total cost of the project is £7,857,400; funded from a Department for Energy and Climate Change (DECC) Capital Grant.
- Revenue costs arising from the project are all accounted for within the DECC Grant.

**Why the decision had to be made (and any alternative options):**

Green Deal communities Fund is a substantial DECC grant for Local Authorities to mobilise to deliver incentives for residents to take up Green Deal approved energy efficiency measures across Cambridgeshire. The Cambridgeshire consortium bid led by Cambridge City Council will focus on incentives for solid wall insulation in key target areas and incentives for private rented properties.

**The Executive Councillor's decision(s):**

Approved the commencement of this project and the associated staffing and administration.

- The total cost of the project is £7,857,400; funded from a Department for Energy and Climate Change (DECC) Capital Grant.
- Revenue costs arising from the project are all accounted for within the DECC Grant.

**Reasons for the decision:**

As set out in the Officers Report

**Scrutiny consideration:**

The Executive Councillor and Spokesperson were consulted prior to the decision being made.

**Report:** See attached memo.

**Conflicts of interest:** No conflicts of interest were declared by the Executive Councillor

**Comments:** None



**Cambridge City Council**

**To: Tim Ward** - Executive councillor for Planning and Climate Change

**Report by: Jo Dicks**

**Scrutiny Committee:**

**Environment**

**Wards affected:** All

## **Project Appraisal and Scrutiny Committee Recommendation**

**Project Name: Green Deal Communities**

### **1. Recommendations**

- The Executive Councillor is asked to approve the commencement of this project and the associated staffing and administration.
  - The total cost of the project is £7857400, funded from a Department for Energy and Climate Change (DECC) Capital Grant
  - Revenue costs arising from the project are all accounted for within the DECC Grant.

### **2 Summary**

#### **The project**

Green Deal communities Fund is a substantial DECC grant for Local Authorities to mobilise to deliver incentives for residents to take up Green Deal approved energy efficiency measures across Cambridgeshire. The Cambridgeshire consortium bid led by Cambridge City Council will focus on incentives for solid wall insulation in key target areas and incentives for private rented properties.

Target Dates:

Start of procurement	na
Award of Contract	na
Start of project delivery	22/4/14
Completion of project	30/6/15
Date that project output is expected to become operational (if not same as above)	na

### 3 Project overview

#### 3.1 About the Cambridgeshire Bid to the Green Deal Communities Fund

The Cambridgeshire bid to the DECC Green Deal Communities Fund was submitted through the Action on Energy partnership, and led by Cambridge City Council. The ambitious bid was for £5.66 million to include householder incentives, show homes and local authority enabling costs.

The Cambridgeshire bid will support householders to insulate solid wall properties with a focus on properties that are: 1) off gas 2) in conservation areas 3) steel framed houses and 4) rented. Furthermore, a small pilot project on the Green Deal and park homes is proposed.

The target groups have been chosen as they are prevalent in the county and represent properties that have been particularly challenging to treat to date. We aim to mobilise a market for solid wall insulation within these sectors and to share learning across the county, and more widely.

The funds are primarily to provide incentives to householders to undertake energy efficiency improvements through Green Deal Plans (financed with Green Deal Finance or self-funded). A range of incentives will be offered to householders. The main incentive will be financial help to cover the costs of the insulation after the Golden Rule and other grant funding have been taken into account. Other incentives will be rental discounts for tenants, support with planning permission particularly in conservation areas, prize draws for householders that undertake a Green Deal Assessment, support for off gas households to connect to the gas network, and charitable donations for businesses and active volunteers that promote the scheme. Show homes will also be used to promote the Green Deal including the St Ives Green House, the Cambridge Carbon Footprint Open Eco-homes Scheme, development of virtual show homes and businesses that volunteer to promote the scheme.

#### 3.2 Installer funding bid

The Cambridgeshire local authorities also bid for funding to support the installer

network and supply chain to the value of £99,000. This will cover the costs of training SMEs and micro installer organisations to get through the Green Deal installer certification process and to increase the capacity of local installers to install solid wall insulation.

### **3.3 About Action on Energy**

The six Cambridgeshire local authorities (Cambridge City, East Cambridgeshire, Fenland, Huntingdonshire, South Cambridgeshire, and the County Council) have procured an ambitious, innovative partnership with Climate Energy to provide Green Deal, ECO and self-financed energy efficiency measures across Cambridgeshire. The partnership, branded as Action on Energy, aims to maximise energy efficiency in buildings, whilst engaging communities, generating local employment and securing revenue streams to sustain local action.

### **3.4 Bid outcome**

Final outcomes for the bid were communicated to the lead authorities in late March confirming that the Cambridge led bid had been granted the full amount and an additional £2million to specifically target the private rented sector and an additional £81000 to directly subsidise Green Deal assessments. The total final award is £7857400 which includes over £200000 towards staffing costs for the project across the six partner authorities.

### **3.5 Reasons for an urgent decision**

The outcome of Green Deal Communities fund was originally envisaged to be decided in December 2013. DECC have substantially delayed a decision due to significant policy changes brought in by Central Government in the 2013 Autumn Budget statement. Although there has been a delay in deciding the outcome of the fund there has been no extension of time available for delivery and so less than 12 months is now available to make the most of the opportunity. Whilst the Action on Energy partnership is already in place to start delivering on this project we need to expedite the financial, administrative and recruitment elements dependent on the arrival of the DECC funding to ensure that installation of energy efficiency measures is not delayed. This cannot wait for the next environment scrutiny committee.

## **4 Staffing implications**

The bid requires funded staff commitment in all of the partner authorities but with additional resources within the lead Authority - Cambridge City Council.

This report seeks approval to extend the contract and increase the hours of the current Home Energy Officer (Green Deal) to deliver the core elements of the Green

Deal Communities project in the City and to coordinate administration, monitoring and final reporting on behalf of the countywide bid consortium. Approval is also sought to recruit a 12 month fixed term contract, full-time, home energy officer to fulfill the newly funded Private Rented Sector elements of the bid

The bid also explicitly provides £15000 towards the cost of financial administration arising as a result of this project within the lead authority. The finance team have been consulted and have agreed to service the likely demands resulting from the project within the allocated budget.

## **5 Financial Implications**

All elements of the bid including staffing, administration, and householder incentives will be externally funded by the DECC grant and require no additional Cost to Cambridge City Council.

## **6 Equalities implications**

Incentives will be open to all qualifying residents equally on a first come first served basis as long as the funding lasts. There are no equalities implications arising from the distribution of this grant funding.

## **7 legal and procurement**

The relevant agreements with DECC and partner authorities have been scrutinized by our legal and procurement officers and advice has been documented. Procedures for administering the fund have been agreed in principle to comply with financial management and state aid rules. It has been arranged all procedures relating to administration of the fund will be agreed with our legal team and reviewed by internal audit ahead of the project going live and this work is well advanced.

Attached documents

DECC Offer letter  
Externally funded budget bid papers (updated) x2





Jo Dicks  
Cambridge City Council  
Environmental Quality & Growth Manager  
Cambridge City Council  
PO Box 700  
CB10JH

[www.gov.uk/decc](http://www.gov.uk/decc)

Our ref: D14/288033

28 March 2014

Dear Jo,

#### **DECC GREEN DEAL COMMUNITIES FUND – 2013-2014**

Thank you for your application on behalf of Cambridge City Council (“the Council”) for DECC Green Deal Communities funding and thank you for your work on the bid to date and in responding to our follow up queries. As you can imagine there has been a great deal of interest in this initiative and consequently strong competition for funding. All of the bids received have been subject to a rigorous assessment and approval process in line with the Green Deal Communities application pack.

I am delighted to inform you that the Secretary of State has decided, in principle, to grant Cambridge City Council:

1. £7,667,000 (Seven Million Six Hundred and Sixty Seven thousand pounds) of Green Deal Communities funding;
2. £81,400 (Eighty One thousand Four hundred pounds) to be spent to deliver free or subsidised Green Deal Assessments on the first target street/s;
3. £10,000 (Ten thousand pounds) to be spent cost effectively on show homes in the first target streets; and
4. £99,000 (Ninety Nine thousand pounds) for the Installer Training element of Green Deal Communities,

totalling £7,857,400 (“the Funding”).

Through Green Deal Communities funding DECC is seeking to support delivery of Green Deal Plans at scale through a street by street approach. The funding described in paragraphs 2 and 3 above is an additional amount of Green Deal Communities funding which is being made available to all successful Local Authorities to help you get your project going and deliver this objective.

The Secretary of State’s decision is that he will grant the Funding provided:

1. the Council, as soon as possible and by 4 April 2014 at the latest, provides to the Secretary of State:

- a. written confirmation that the proposed ECO funding to deliver the project has been secured or satisfactory evidence that it is in the process of being secured by the Council;
  - b. written confirmation of the name/s of any Green Deal Provider/s the Council intends to work with to deliver the bid (or confirmation that their bid does not require them to work with specific Green Deal Providers) and, if the Council intends to procure a particular Green Deal Provider/s, written confirmation that the Council has done so or satisfactory evidence that it is in the process of doing so; and
  - c. a final record of the Council's Green Deal Communities bid which reflects the original bid and any changes agreed with DECC since the original bid was submitted (including the fully developed PRS proposals), is to the satisfaction of the Secretary of State and is in the format set out in the proforma attached to this letter, for inclusion in the Memorandum of Understanding; and
2. the Council, as soon as possible, and by 14 April 2014 at the latest, returns to the Secretary of State two signed copies of the Memorandum of Understanding which is attached to this letter ("the MoU") and provides the Secretary of State with the completed documentation and information specified at paragraph 6 of the MoU.

We recognise that delivery timetables will be tight and we are making every effort to keep administration to a minimum. The first step therefore is for the Council to inform us whether it is broadly content with the provisions in the MoU and wishes to accept the offer of the Funding. Please inform us at [REDACTED] as soon as possible, and by 4 April at the latest. We strongly recommend that the Council does not incur any expense or enter into any binding arrangements in connection with its bid until it has provided this confirmation to DECC and the Council is confident that the requirements in paragraphs 1 and 2 above can be fulfilled.

Congratulations on your successful bid. If you would like to discuss the contents of this letter or anything else to do with the project, please get in touch with Indy Laska [REDACTED] or in her absence any of the following:

Green Deal Communities contacts:

- Steve Ives - [REDACTED]
- Dora Slater - [REDACTED]
- Stephen Ryman - [REDACTED]

Green Deal Supply Chain contact:

- Rob Davis - [REDACTED]

We look forward to continuing to work with you and the Council as the project progresses.

Yours sincerely,

[REDACTED]  
David Thomas  
Deputy Director  
Green Deal Demand



# Cambridge City Council Budget Proposal

Return before 09 November 2013

The submission deadline has now passed.  
Call Chris Humphris (8141) or John Harvey (8143)  
urgently.  
Please ensure the form is complete in all aspects prior  
to submission.

Record ID :	For Finance Use Only
Accountant:	Karen Whyatt

Head of Service :	Jas Lally	Proposal Type : Savings, Revised Budget, Capital, etc.	External Bids		
Committee / Portfolio :	Envt - E&WS	Manager Priority: (for Bids only)	H		
Department :	Environment	Growth Related Proposal?	No		
Executive Councillor Approved?	Approved	Linked Proposal:	Yes		
Service Review to which the Proposal Relates (if applicable)	For Finance Use Only	Contact for this proposal :	Jo Dicks		
Title (up to about 15 words) :	Green Deal Communities Fund Training Element				
Brief description of the proposal, (about 100 words) please include implications for service delivery :	This is a Grant Funded project to provide training to certify local installers of energy efficiency measures so that they can deliver under the Green Deal it is designed to support implementation of the Green Deal Communities fund work. Delivery will be through the Smartlife Centre with additional support from Climate Energy Ltd. Cambridge City Council as lead authority for the linked Green Deal Communities Fund have a limited role in administering the funds and reporting on the Delivery. The Monies are considered as revenue for accounting purposes.				
Overall Financial Implications to nearest £100 (bid + saving -) :	Current Year 2013/14 £'s	Budget Year 2014/15 £'s	Forecast Years 2015/16 £'s	2016/17 £'s	2017/18 £'s
Savings & Income Generation Proposal Reference	Enter Reference (if applicable)				
		99,000	0	0	0

Items relating to the current Savings & Income Generation exercise should be entered as "Service Reviews" and the reference entered below

Which of the Council's vision statements apply to this proposal	Celebrating diversity	Involvement in decision making	Consideration for others	Meeting housing needs
	Select from list	Select from list	Select from list	Select from list
	Well designed city	Thriving local economy	Sustainable transport	Low carbon living
Yes	Select from list	Yes	Select from list	Select from list
Carbon Management Plan	Is your project listed in the carbon management plan?	Carbon Management Plan	NET IMPACT + = positive (good) - = negative (bad) Nil = neutral	+H
Climate change rating explanation (about 50 words):	This is a DECC Grant funded scheme to support training of installers to be PAS2030 accredited for solid wall insulation it will enable a significant increase in local capacity to deliver carbon savings			

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# Cambridge City Council Budget Proposal

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The submission deadline has now passed.  
Call Chris Humphris (8141) or John Harvey (8143)  
urgently.  
Please ensure the form is complete in all aspects prior  
to submission.

Record ID : For Finance Use Only

Accountant: Karen Whyatt

Head of Service :	Jas Lally	Proposal Type : Savings, Revised Budget, Capital, etc.	External Bids		
Items relating to the current Savings & Income Generation exercise should be entered as "Service Reviews" and the reference entered below					
Committee / Portfolio :	Envt - E&WS	Manager Priority: (for Bids only)	H	Which of the Council's vision statements apply to this proposal	
Department :	Environment	Growth Related Proposal?	No	Well designed city	Low carbon living
Executive Councillor Approved?	Approved	Linked Proposal:	Select Yes if linked to another proposal	Yes	Select from list
Service Review to which the Proposal Relates (if applicable)	For Finance Use Only	Contact for this proposal :	Jo Dicks	Thriving local economy	Sustainable transport
Title (up to about 15 words) :	Green Deal Communities Fund and related Activity	NET IMPACT + = positive (good) - = negative (bad) Nil = neutral		Select from list	Select from list
Brief description of the proposal, (about 100 words) please include implications for service delivery :	Cambridge City Council officers have led a successful bid on behalf of the County wide Green Deal Project group securing close to £8million in funds to incentivise the uptake of solid wall insulation primarily through our established Action on Energy scheme. The fund is targeted at those householders who are willing to take up a 'Green Deal' finance package or to at least in part self-fund a solid wall installation in key areas. In Cambridge work will focus on the private rented sector and properties in conservation areas. The bid includes significant funding for Council staff, administrative costs, and for project staff costs incurred by partner authorities. Delivery will be managed by extending the current 1 year contract for the Home Energy Officer (Green Deal) by a further 12 months and increasing hours from 18.5hrs to 24 hrs. And a new 12month fixed term post to deliver on the Private rental Sector element this has been fully costed within the bid. £15k will be made available				
Overall Financial Implications to nearest £100 (bid + saving -) :		Carbon Management Plan		Is your project listed in the carbon management plan?	Select from list
		Current Year 2013/14 £'s		50,000	
		Budget Year 2014/15 £'s		7,708,400	
		2015/16 £'s		0	
		2016/17 £'s		0	
		2017/18 £'s		0	

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## **Executive Councillor for Finance and Resources:** **Councillor Owers**

### **Lead Councillor to be appointed:**

#### **Lead Councillor for Anti-Poverty and the Living Wage:** **Councillor Robertson**

To advise the Executive Councillor and to lead in the development and implementation of the Anti-Poverty strategy and the 'Living Wage' campaign.

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To: Executive Councillor for Finance and Resources:  
Councillor George Owers

Report by: Head Of Finance

Relevant scrutiny  
committee: Strategy & 14/7/2014  
Resources  
Scrutiny  
Committee

Wards affected: Abbey Arbury Castle Cherry Hinton Coleridge  
East Chesterton King's Hedges Market Newnham  
Petersfield Queen Edith's Romsey Trumpington  
West Chesterton

**GENERAL DEBTS - BAD DEBTS FOR WRITE-OFF**

**Not a Key Decision**

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**NOT FOR PUBLICATION:** An appendix of the report relates to an item during which the public is likely to be excluded from the meeting by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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**1. Executive summary**

The purpose of this report is to inform the Executive Councillor and Members of the Scrutiny Committee of amounts that are deemed not to be collectable and require passing for write-off. The amounts relate to general income.

This report outlines the items recommended for write-off in the financial year ending 31<sup>st</sup> March 2015.

**2. Recommendations**

The Executive Councillor is recommended to write off 1 debt totalling £2,196.64 as summarised in the exempt 'Appendix A' to this report.

**3. Background**

Officers have concluded that there is no further practicable recovery action available to the Council for the recovery of this amount.

## **4. Implications**

### **(a) Financial Implications**

The Council maintains a provision for the write off of bad debts as a consequence of such circumstances as the insolvency of a customer. In some cases bad debts are written back to the originating service provider's budget and may result in a variance at the year end.

### **(b) Staffing Implications (if not covered in Consultations Section)**

N/A

### **(c) Equality and Poverty Implications**

No

### **(d) Environmental Implications**

N/A

### **(e) Procurement**

N/A

### **(f) Consultation and communication**

N/A

### **(g) Community Safety**

N/A

## **5. Background papers**

These background papers were used in the preparation of this report:

N/A

## **6. Appendices**

Exempt Appendix A: Schedule of debts to be written off

## 7. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

Author's Name: Karl Tattam  
Author's Phone Number: 01223 458161  
Author's Email: [karl.tattam@cambridge.gov.uk](mailto:karl.tattam@cambridge.gov.uk)

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To: Executive Councillor for Finance and Resources:  
George Owers

Report by: Director of Business Transformation

Relevant scrutiny committee: Strategy & Resources 14 July 2014

Wards affected: All Wards

## **Budget 2014/15 – Amendment by the Executive**

### **Key Decision**

#### **1. Executive summary**

- 1.1 This report sets out a budget amendment proposed by The Executive.
- 1.2 The appendices to this report present the budget proposals in relation to specific budget items for both General Fund (GF) Revenue and Capital as follows:
- (i) to add new budget proposals
  - (ii) to amend or delete specific existing revenue budgets
  - (iii) to amend existing items on the Capital & Revenue projects Plan
  - (iv) to create new Earmarked Funds with accompanying Remits

#### **2. Recommendations**

- 2.1 To recommend to Council budget changes as outlined in the following:

##### **General Fund Revenue Budgets:**

- 2.2 Approve the following revenue budget changes:

- for items funded from General Fund Reserves, as shown in Appendix A.
- for items funded from External or Earmarked Funds, as shown in Appendix B

##### **Capital & Revenue Projects Plan:**

- 2.3 Approve the capital amendment, as shown in Appendix C.

## **Earmarked Reserves:**

2.4 Approve changes as follows:

- ***Amend the ‘Keep Cambridge Moving Fund’.***

The Budget-Setting Report approved by Council in February 2014 included a contribution to this fund of £1,063.9k. It is now proposed to reduce this to £263.9k in order to fund the new Earmarked Reserves outlined below. The updated Earmarked and Specific Funds are shown in Appendix D.

- ***Establishing an earmarked reserve of £500,000 for ‘Sharing Prosperity Fund’, with the remit:***

***Sharing Prosperity Fund Formal Remit:***

*To provide resources to fund fixed-term and one-off projects and proposals (which can be made through the budget process by members or officers, subject to consideration by the relevant scrutiny committee and the Anti-Poverty Strategy Project Board) that support the interim objectives of the council’s Anti-Poverty Strategy, namely:*

- 1 Helping people on low incomes to maximise their income and minimise their costs*
- 2 Making the move into work easier*
- 3 Helping low income families with the cost of raising a child*
- 4 Breaking the link between poor health and poverty*
- 5 Ensuring that vulnerable older people get the services that they need and reducing the social isolation they can experience*
- 6 Helping people with high housing costs and improving the condition of people’s homes*
- 7 Working in partnership to tackle wider barriers to employment and engagement (e.g. transport, learning and skills)*

- ***Establishing an earmarked reserve of £300,000 for ‘Fixed-Term Priority Project Fund’, with the remit:***

***Fixed-Term Priority Project Fund Formal Remit:***

*To use non-ongoing, potentially short-term or uncertain sources of income, most obviously New Homes Bonus, for fixed-term costs. The creation of this fund will allow such sources of income to be used for priority projects without building in unsustainable ongoing revenue commitments.*

## **3. Earmarked Reserves**

### **‘Sharing Prosperity Fund’ (SPF)**

- 3.1 It is recommended that £500,000 of the balance of unapplied New Homes Bonus Funding for 2014/15 (currently in “Keep Cambridge Moving” Earmarked Fund) is used to create a ‘Sharing Prosperity Fund’. It will provide resources to fund fixed-term and one-off projects and proposals (which can be made through the budget process by members or officers, subject to consideration by the relevant scrutiny committee and the Anti-Poverty Strategy Project Board) that support the objectives of the council’s Anti-Poverty Strategy,

## **'Fixed-Term Priority Project Fund' (FTPPF)**

- 3.2 Currently the Priority Policy Fund (PPF) can be used to fund ongoing revenue costs as well as fixed-term or one-off projects. It is recommended that in future years it is used solely to fund ongoing revenue costs, not fixed-term or one-off projects.
- 3.3 It is recommended that a new fund, similar to the PPF but only available for funding non-ongoing, fixed-term projects, be set up, called the Fixed-Term Priority Project Fund (FTPPF). This can then harness non-ongoing, potentially short-term or uncertain sources of income, most obviously NHB. The creation of this fund will allow such sources of income to be used for priority projects without building in unsustainable ongoing revenue commitments. It is recommended that £300,000 of the balance of unapplied New Homes Bonus Funding for 2014/1515 (currently in "Keep Cambridge Moving" Earmarked Fund) is used to create this fund.

## **4. Capital**

- 4.1 The Executive are proposing the change identified in Appendix C, namely to delete the 'Capital contribution to the 'Keep Cambridge Moving Fund' of £111,140 and delete from Capital Plan SC593.

## **5. Implications**

### **(a) Financial Implications**

The financial implications are outlined in the proposals. Summarising the revenue position:

	<b>Additional Costs (£)</b>	<b>2014/15</b>	<b>2015/16 onwards</b>
1	Reversal of Cessation of Pest Control Service (Note 1)	13,800	54,500
2	"Clean it up" anti-dog fouling campaign	13,350	16,700
3	Bolstering Public Realm enforcement	51,000	102,000
		<b>78,150</b>	<b>173,200</b>

	<b>Funded by:</b>		
4	Increase charges at Public toilets	(5,000)	(10,000)
5	Introduction of pre-application charges on listed building planning advice	(2,000)	(2,000)
6	Top-slice cut of 25% in overall Training, Seminar, and Conference budget (Note 1)	(75,460)	(75,460)
7	Return planning from Area committees to central planning Committee	(3,400)	(3,400)
8	Reduce budget for organisational subscriptions	(7,050)	(7,050)
9	Increase Roundabout charges	0	(5,000)
10	Waste service savings	0	(70,290)
		<b>(92,910)</b>	<b>(173,200)</b>
	<b>Surplus to 'Sharing Prosperity Fund'</b>	<b>(14,760)</b>	<b>0</b>

Note 1: This change was approved at Council, June 2014

A review of the overall budgetary position, taking account of 2013/14 outturn (reported separately on this agenda) and other significant factors will be incorporated in the next Mid-Year Financial Review (MFR 2014).

(b) **Staffing Implications**

Where relevant, these are included in the proposals outlined in the Appendices.

(c) **Equal Opportunities Implications**

An Equality Impact Assessment is included as Appendix E.

(d) **Consultation**

Public consultations relating to Council services are undertaken throughout the year, and details can be found on the Council's website - details of the results of the 2013 survey can be found on the internet at: <http://alturl.com/h9jgw>

(e) **Community Safety**

Where relevant, these are included in the proposals outlined in the Appendices.

(g) **Environmental Implications**

Where relevant, officers have considered the environmental impact of budget proposals.

## 6. Background papers

These background papers were used in the preparation of this report:

- Mid-Year Financial Review (MFR) 2013
- Budget files: Revised 2013/14 and Original 2014/15.

## 7. Appendices

In this Report:

### **Budget 2014/15 - Labour Amendment:**

- Appendix A - Revenue items
- Appendix B - Earmarked items
- Appendix C - Capital items
- Appendix D - Earmarked & Specific Funds
- Appendix E - Equality Impact Assessment

## 8. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

Author's Name: John Harvey  
Author's Phone Number: 01223 - 458143  
Author's Email: [john.harvey@cambridge.gov.uk](mailto:john.harvey@cambridge.gov.uk)



# Budget Amendment - Revenue (General Fund Reserves) - Appendix A

Reference	Portfolio	Old Portfolio	Item Description	2014/15 Budget £	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	Contact
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## Approved in June Council

LSR1	Environment, Waste and Public Health	Environment - Environmental & Waste Services	<b>Reverse Service Review SR3299 – Cessation of the Pest Control Service</b>	13,800	54,500	54,500	54,500	Jas Lally
This item will reverse this cut and save the Pest Control Service.								
LS2	Finance and Resources	Strategy & Resources - Customer Services & Resources	<b>Top slice cut of 25% of overall Training, Seminar and Conference budget</b>	(75,460)	(75,460)	(75,460)	(75,460)	Deborah Simpson
Cambridge City Council has a base budget of £301,860 on training, seminars and conferences for its staff. It is important to maintain high levels of training and ensure that staff can attend appropriate conferences and seminars, but based on the level of underspend in the last financial year, 2013/14, it is clear that it can be done on a considerably reduced resource. The saving will be delivered by a top-slice to the overall budget. Remaining budget will be re-distributed according to need by officer review.								
Net				<b>(61,660)</b>	<b>(20,960)</b>	<b>(20,960)</b>	<b>(20,960)</b>	

## New items for approval July Council

LNCL1	Finance and Resources	Strategy & Resources - Strategy	<b>Decrease contribution to Keep Cambridge Moving Fund</b>	(688,860)	0	0	0	Simon Payne
We will retain £700,000 in the Keep Cambridge Moving Fund with the option of additional contributions being added from, for example, the New Homes Bonus funding in future years.								
LNCL2	Finance and Resources	Strategy & Resources - Strategy	<b>Contribution to create 'Sharing Prosperity Fund</b>	500,000	0	0	0	Andrew Limb
This fund is a new earmarked fund that is intended to provide funding for projects aimed at maximising the incomes of those on low incomes, tackling poverty and addressing economic inequality created in the context of the cost-of-living crisis and welfare cuts faced by some Cambridge residents. It will provide the resources underpinning the council's Anti-Poverty Strategy. A full set of criteria and a description of the fund is appended. This will be funded by diversion of some of the funds currently apportioned to the 'Keep Cambridge Moving fund'. [Funded from New Homes Bonus]								
LNCL3	Finance and Resources	Strategy & Resources - Strategy	<b>Contribution to create a Fixed-Term Priority Protect Fund (FPPF)</b>	300,000	0	0	0	Ray Ward

Reference	Portfolio	Old Portfolio	Item Description	2014/15 Budget £	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	Contact
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This will be available to fund fixed-term policy priority projects only, freeing up the existing Policy Priority Fund to continue to fund ongoing revenue items. This will be funded by diversion of some of the funds currently apportioned to the 'Keep Cambridge Moving' fund.  
[Funded from New Homes Bonus]

LS6	Environment, Waste and Public Health	Environment - Environmental & Waste Services	<b>Increase charges at public toilets that require pavement</b>	(5,000)	(10,000)	(10,000)	(10,000)	Bob Carter
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Increase charges at public toilets that require payment by 10p (from 20 to 30p) - This is a small increase, still keeping public toilet charges at a modest level to yield increased income for the council. The alterations to the toilets can be funded from existing R & R budgets.

LSNew	Environment, Waste and Public Health	Environment - Environmental & Waste Services	<b>Waste Service</b>	0	(70,290)	(70,290)	(70,290)	Jas Lally
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A review of the trade waste budget has been completed resulting in an ongoing saving due to more commercial waste being recycled by local businesses and a corresponding reduction in disposal of waste to landfill. Further savings from collection of food waste will be explored over the next twelve months as the service grows.

LS7	Planning Policy and Transport	Environment - Planning & Climate Change	<b>Introduction of pre-application charging on listed building applications</b>	(2,000)	(2,000)	(2,000)	(2,000)	Patsy Dell
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National legislation does not allow for charging for planning applications related to listed buildings as happens commonly on many other applications, but, especially in the context of an historic University city, many such applications come forward at considerable cost to the council. Introducing a modest pre-application charge will ensure that the costs to the council of administering listed-buildings related planning applications and associated pre-application advice process is minimised. This is a conservative estimate which can be revised following implementation.

LS1	City Centre and Public Places	Environment - Public Places	<b>Increase roundabout sponsorship</b>	0	(5,000)	(5,000)	(5,000)	Alistair Wilson
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Increased income through more sponsorship signs on Cambridge roundabouts

LS5	Finance and Resources	Strategy & Resources - Customer Services & Resources	<b>Returning planning from area committees to central planning committee</b>	(3,400)	(3,400)	(3,400)	(3,400)	Gary Cliff
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This amount defines the minimum saving in managing planning through a single planning committee pending a fuller review on the effective handling of all applications. This will enable area committees to focus on their prime job of community engagement on issues in their area and that arise through public forums and other agenda items, rather than being dominated by planning items. It also frees up ward members to be available as advocates for their residents on planning issues rather than risking pre-determination.

Reference	Portfolio	Old Portfolio	Item Description	2014/15 Budget £	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	Contact
LS4	Finance and Resources	Strategy & Resources - Strategy	<b>Reduce budget for organisational subscriptions</b>	(7,050)	(7,050)	(7,050)	(7,050)	Andrew
			In tough times, all avenues need to be explored for savings before jobs are cut and services reduced. The council spends £85,000 on organisational subscriptions, many of which are not crucial and could be cancelled. This will be a top slice cut, with the remaining budget re-distributed according to need.					
LB1	Environment, Waste and Public Health	Environment - Environmental & Waste Services	<b>'Clean it Up' anti-dog-fouling campaign</b>	13,350	16,700	16,700	16,700	Adrian Ash
			'Clean it Up' anti-dog-fouling campaign - £16,700 to make the current part-time dog warden post into a full time post (including on-costs) from October 2014. In the first year advertising and poster campaign costing £5,000, including poster competition in schools, to educate and warn public about new, tougher approach to dog fouling.					
LB2	Environment, Waste and Public Health	Environment - Environmental & Waste Services	<b>Bolstering Public Realm Enforcement</b>	51,000	102,000	102,000	102,000	Adrian Ash
			An irresponsible few damage our parks and public spaces; do not pick up dog mess, drop litter and create an untidy environment for the majority, and they currently do so with almost total impunity, due to the lack of resources devoted to enforcement. A more pro-active and effective approach across the City is needed. This will be facilitated by the radical move of doubling the public realm enforcement team, from 3 officers to 6.					
LB3	Finance and Resources	Strategy & Resources - Strategy	<b>Contributions from core funding to 'Sharing Prosperity Fund'</b>	14,760	0	0	0	0 Ray Ward
			Ongoing contributions from Savings to the 'Sharing Prosperity Fund'					
	<b>New Revenue items</b>			<b>172,800</b>	<b>20,960</b>	<b>20,960</b>	<b>20,960</b>	
	<b>Net Revenue</b>			<b>111,140</b>	<b>0</b>	<b>0</b>	<b>0</b>	

# Budget Amendment - Revenue (Earmarked Funds) - Appendix B

Reference	Portfolio	Old Portfolio	Item Description	2014/15 Budget £	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	Contact
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## Sharing Prosperity Fund

LX1	Housing	Community Services - Housing	<p><b>Expanded programme of 'Community Clear-Out Davs'</b></p> <p>Currently, these events are very successful, but many areas in need of help with bulky-waste and a general 'clear up' do not get the benefit of these days very often or at all. An expanded programme would allow 6 such events per year in both the North and South of the city. This will help low-income households to clear any local dumping and to save money on disposing bulky waste etc. If successful, could be considered for funding in future years. (Funded from Sharing Prosperity Fund)</p>	9,000	0	0	0	Liz Bisset
LX2	Strategy and Transformation	Strategy & Resources - Strategy	<p><b>Living Wage External Campaign Officer</b></p> <p>Cambridge City Council is implementing the living wage and is seeking its own accreditation. The council now needs to focus on promoting living wage accreditation externally to make Cambridge a 'Living Wage City'. This two-year fixed term trial post would involve working with the Living Wage Foundation and local Living Wage campaigners to promote accreditation among businesses and other organisations in Cambridge, such as Colleges and the Universities, making the argument in favour of the benefits to workers and businesses from paying the living wage. The work will involve co-ordinating action, researching existing practices, communicating with external organisations and groups, and promotion. (Funded from Sharing Prosperity Fund)</p>	9,820	19,630	9,820	0	Deborah Simpson
LX3	Strategy and Transformation	Strategy & Resources - Strategy	<p><b>Promotion budget to accompany Living Wage campaign</b></p> <p>This would accompany the Living Wage External Campaign Officer, and is a budget for events, publicity, meetings and other promotion/project costs associated with that post. (Funded from Sharing Prosperity Fund)</p>	3,500	7,000	3,500	0	Deborah Simpson

Reference	Portfolio	Old Portfolio	Item Description	2014/15 Budget £	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	Contact
LX4	Finance and Resources	Strategy & Resources - Strategy	<p><b>Water and Energy Costs Anti-Poverty Scheme</b></p> <p>There are many households in Cambridge who have not taken up energy or water efficiency measures, nor have they taken advantage of the available opportunities to cut their bills for these essential services. Many residents are still paying for their water and sewerage based on rateable values last reviewed over 25 years ago. Although rateable values are no longer used for payment of council taxes, they are still used to charge for water and sewerage where no meter has been fitted. Many households would benefit from reviewing their water and sewerage bill in order to establish if they could benefit from changing to a meter, or moving to the assessed charge basis. In addition, there are other products offered by water companies that could save households money, such as social tariffs or water-saving devices. Unfortunately, take-up of meters and similar products, often offered by water companies for free or at a low-cost, is very low, particularly among low-income households, and utility companies themselves make little active effort to help their customers save on bills. This scheme would pay for a two year fixed-term officer post and small project budget with a remit to work alongside the current home energy officer to assist low-income households in reviewing their water and energy costs and taking up the opportunities available for reducing utility bills. It would focus on wards and LSOAs high on the deprivation indices.</p>	15,000	40,000	45,000	0	Jas Lally
LX5	Finance and Resources	Strategy & Resources - Strategy	<p><b>Extra project budget for Private Sector Energy</b></p> <p>This would constitute additional project budget for the existing staff aimed at enhancing information, publicity and uptake of existing/new energy efficiency and other insulation schemes, such as e.g. the ECO, targeted particularly at low-income areas of Cambridge and those in fuel poverty. Longer-term phasing of the money over three years matches the recent changes to the availability of ECO funding of energy efficiency measures for those on low incomes. (Funded from Sharing Prosperity Fund)</p>	2,000	2,500	2,500	0	Jas Lally
LX6	Strategy and Transformation	Strategy & Resources - Strategy	<p><b>Youth Apprenticeship Programme</b></p> <p>Initially a 4 year programme. Although unemployment in general continues to come down, under-25 unemployment remains a stubborn problem, especially in some of the city's poorer areas. This scheme would help to address this by providing funding for apprenticeships for local young people, apportioned according to a review of capacity in the whole council. Every head of service will be required to examine the potential for apprenticeships in their area, and then the funding will be apportioned appropriately. It will build up as capacity is identified, from 5 in the first year to 20 by the 4th. This will cost £6,300 per apprenticeship p.a. (Funded from Sharing Prosperity Fund)</p>	31,500	63,000	94,500	126,000	Deborah Simpson

**Sharing Prosperity Fund Total items**

**70,820    132,130    155,320    126,000**

Reference	Portfolio	Old Portfolio	Item Description	2014/15 Budget £	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	Contact
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## Fixed-Term Priority Project Fund

FPPF3	Strategy and Transformation	Environment - Planning & Climate Change	<b>Cambridge Specific promotion of the Cambridgeshire Collective Switching Scheme and Action on Energy</b>	5,000	2,500	2,500	0	Jas Lally
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These schemes have the potential to work in tandem to save residents money on their energy bills, but only if proper work is done on promoting them in the City. To avoid low uptake this project funding will support a poster campaign, an advert on local radio, and a booklet distributed to every household, with funding in subsequent years to re-enforce messages and update residents on what is available. Initial marketing would coincide with the projected October 2014 and February 2015 Cambridgeshire Collective Switching Auctions.

FPPF2	City Centre and Public Places	Environment - Public Places	<b>Chesterston Co-ordinator</b>	11,250	22,500	11,250	0	Emma Thornton
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Some areas of the City with a lot of shops, traders and other businesses are not covered by the BID area, but also need help in the current climate - such as Chesterston. This bid is for a fixed term 2-year trial post for a part-time small business/community group/trader co-ordinator post on the model of the current successful Mill Road Co-ordinator, but for shops and businesses, especially independent ones, in the Chesterston area. This would include Chesterston High Street, the area around Mitcham's Corner/Chesterston Road (up to Elizabeth Way Roundabout), Milton Road, Victoria Road and other businesses (final area subject to consultation). This is particularly pertinent given that in the Local Plan East Chesterston is designated as an area of major change, and Mitcham's Corner as an opportunity area. The co-ordinator would work with local traders, the council and community groups to identify and capitalise on opportunities.

### Fixed-Term Priority Project Fund Total

<b>16,250</b>	<b>25,000</b>	<b>13,750</b>	<b>0</b>
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# Budget Amendment - Capital - Appendix C

Reference	Portfolio	Old Portfolio	Item Description	2014/15 Budget £	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	Contact
LC1			<p><b>Delete Capital contribution to the 'Keep Cambridges Moving Fund'</b></p> <p>Delete C3448 'Capital contribution to the 'Keep Cambridge Moving Fund' and delete from Capital Plan SC593                      (Linked to LNCL1)</p>	(111,140)	0	0	0	
<b>Requirement for Capital Funding (included above)</b>				<b>(111,140)</b>	<b>0</b>	<b>0</b>	<b>0</b>	

# Budget Amendment - Earmarked Funds - Appendix D

## Earmarked & Specific Funds (all figures in £'000s)

### Sharing Prosperity Fund

	2014/15	2015/16	2016/17	2017/18
<b>(Surplus) / Deficit Balance b/f</b>	<b>0.0</b>	<b>(444.0)</b>	<b>(311.9)</b>	<b>(156.6)</b>
Contributions	(500.0)	0.0	0.0	0.0
Contributions	(14.8)	0.0	0.0	0.0
<b>Total surplus available</b>	<b>(514.8)</b>	<b>(444.0)</b>	<b>(311.9)</b>	<b>(156.6)</b>
Expenditure approvals	70.8	132.1	155.3	126.0
Pending approvals	0.0	0.0	0.0	0.0
<b>(Surplus) / Deficit Balance c/f</b>	<b>(444.0)</b>	<b>(311.9)</b>	<b>(156.6)</b>	<b>(30.6)</b>

### Fixed-Term Priority Project Fund

	2014/15	2015/16	2016/17	2017/18
<b>(Surplus) / Deficit Balance b/f</b>	<b>0.0</b>	<b>(283.8)</b>	<b>(258.8)</b>	<b>(245.0)</b>
Contributions	(300.0)	0.0	0.0	0.0
<b>Total surplus available</b>	<b>(300.0)</b>	<b>(283.8)</b>	<b>(258.8)</b>	<b>(245.0)</b>
Expenditure approvals	16.3	25.0	13.8	0.0
<b>(Surplus) / Deficit Balance c/f</b>	<b>(283.8)</b>	<b>(258.8)</b>	<b>(245.0)</b>	<b>(245.0)</b>

### Keep Cambridge Moving Fund

	2014/15	2015/16	2016/17	2017/18
<b>(Surplus) / Deficit Balance b/f</b>	<b>(436.1)</b>	<b>(700.0)</b>	<b>(700.0)</b>	<b>(700.0)</b>
Contributions	(263.9)	0.0	0.0	0.0
<b>Total surplus available</b>	<b>(700.0)</b>	<b>(700.0)</b>	<b>(700.0)</b>	<b>(700.0)</b>
Expenditure approvals	0.0	0.0	0.0	0.0
<b>(Surplus) / Deficit Balance c/f</b>	<b>(700.0)</b>	<b>(700.0)</b>	<b>(700.0)</b>	<b>(700.0)</b>



## Cambridge City Council Equality Impact Assessment



Completing an Equality Impact Assessment will help you to think about what impact your strategy, policy, plan, project, contract or major change to your service may have on people that live in, work in or visit Cambridge, as well as on City Council staff.

The template is easy to use. You do not need to have specialist equalities knowledge to complete it. It asks you to make judgements based on evidence and experience. There are guidance notes on the intranet to help you. You can also get advice from Suzanne Goff, Strategy Officer on 01223 457174 or email [suzanne.goff@cambridge.gov.uk](mailto:suzanne.goff@cambridge.gov.uk) or from any member of the Joint Equalities Group.

### 1. Title of strategy, policy, plan, project, contract or major change to your service:

Budget 2014/15 – Amendment by the Executive

### 2. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?

The objective of the Executive amendment is to propose changes to the agreed budget for the General Fund for 2014/15. The proposed amendments include: new budget proposals; amendments to, or deletion of, specific existing revenue budgets; amendments to existing items on the Capital and Revenue Projects Plan; and the creation of earmarked Funds with accompanying Remits, including a dedicated Sharing Prosperity Fund.

This EQIA provides an assessment of the equality impacts of the amendments proposed by the Executive, based on the information available about each project contained in the report to Strategy and Resources Scrutiny Committee on 14 July 2014 and the accompanying appendix. Some of the amendments are the subject of separate reports to Scrutiny Committees, and are accompanied by more detailed EQIAs. For example LS5 (returning planning from area committees to a central planning committee) is the subject of a separate report and EqIA to Environment Scrutiny Committee on 8 July.

### 3. Who will be affected by this strategy, policy, plan, project, contract or major change to your service? (Please tick those that apply)

- Residents
- Visitors
- Staff

A specific client group or groups (please state):

This is an assessment of proposed amendments to the Council's budget. The amendments relate to a number of different City Council service areas. Some of the proposals will have a universal impact, while others may have a differential impact on particular client groups. Further information on these impacts is set out in section 7 of this assessment.

### 4. What type of strategy, policy, plan, project, contract or major change to your service is this? (Please tick)

- New  
 Revised  
 Existing

### 5. Responsible directorate and service

Directorate: Business Transformation

Service: Accounting Services

### 6. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service?

- No  
 Yes (please give details):

The proposed amendments would require action by a number of City Council services, including City Homes, Corporate Strategy, Human Resources, Planning, Property Services, Refuse and Environment, Streets and Open Spaces, and Tourism and City Centre Management

### 7. Potential impact

Please list and explain how this strategy, policy, plan, project, contract or major change to your service could **positively** or **negatively** affect individuals from the following equalities groups.

When answering this question, please think about:

- The results of relevant consultation that you or others have completed (for example with residents, people that work in or visit Cambridge, service users, staff or partner organisations).
- Complaints information.
- Performance information.
- Information about people using your service (for example whether people from certain equalities groups use the service more or less than others).
- Inspection results.
- Comparisons with other organisations.
- The implementation of your piece of work (don't just assess what you think the impact will be after you have completed your work, but also think about what steps you might have to take to make sure that the implementation of your work does not negatively impact on people from a particular equality group).
- The relevant premises involved.
- Your communications.
- National research (local information is not always available, particularly for some equalities groups, so use national research to provide evidence for your conclusions).

**(a) Age** (any group of people of a particular age, including younger and older people – in particular, please consider any safeguarding issues for children and vulnerable adults)

**LS6 - Increased charges at public toilets that require payment** - The proposed amendment to increase charges from 20p to 30p at those public toilets which require payment may have a small negative impact on those people who need to use toilets more frequently, which could include some older people.

**LS5 - Returning planning from area committees to central planning committee** – Moving planning decisions from area committee meetings held in community venues to a central planning committee held in the Guildhall could have both positive and negative impacts for different age groups. There could be benefits for some people who have mobility issues, including some older people, as the Guildhall is located in the centre of Cambridge, arguably the most accessible part of Cambridge by public transport. The Guildhall is also an accessible public building, set up and fully equipped for meetings to take place. However, there could be a potential negative impact from this proposal for some people with mobility issues, including some older people, who might find it more difficult to travel from the area in which they live into the centre of the City to attend meetings.

Moving from evening meetings to afternoon meetings could also have both positive and negative impacts for different age groups. Meetings that take place in the afternoon are better for people who may not wish to be out in the evenings or late at night or who are not normally available in the evening. The availability of public transport is also better during the daytime compared to late evening. However, working people, people of school age or anyone normally unavailable during the day would need to arrange time off to attend an afternoon meeting.

**LX2 - Living Wage External Campaign Officer and LX3 - Promotion Budget to accompany Living Wage Campaign** - If the employment of an officer to promote the living wage within the City results in more businesses and other organisations within the City, including the Universities, paying a Living Wage to their staff, this will have a positive impact on those residents who are currently not paid the Living Wage. There may be a disproportionate representation of some of the protected characteristics amongst those who are currently paid less than the Living Wage in the City. For example, recent national research by the Resolution Foundation (Low Pay Britain, 2012) found that people aged 16-20 (76%), 21-30 (27%) and 60+ (23%) are most likely to receive less than the living wage. However, further research would be needed to demonstrate the impact on particular groups within Cambridge, as trends may differ from those observed nationally.

**LX6 - Youth Apprenticeship Programme** - If the proposed additional funding enables Heads of Service to identify and support more youth apprenticeships than are currently available in City Council services, this could have a positive impact on the skills and employability of those young people that benefit from the apprenticeships created.

**FPPF1 - City Centre Accessibility Review** - The proposed review is likely to have a positive impact on older residents and visitors to the City Centre, because it will review existing access issues (advertising boards, street cafes blocking pavements, pavement conditions, and the location and availability of disabled parking bays) and suggest potential solutions that the City Council could take forward with other partners, including the Business Improvement District (BID) team and Cambridgeshire County Council.

**(b) Disability** (including people with a physical impairment, sensory impairment, learning disability, mental health problem or other condition which has an impact on their daily life)

**LS6 - Increased charges at public toilets that require payment** - The proposed amendment to increase charges from 20p to 30p at those public toilets which require payment may have a small negative impact on those people who need to use toilets more frequently, which could include some people with disabilities or medical conditions.

**LS5 - Returning planning from area committees to central planning committee** - The change to considering all planning matters at the Guildhall means there is a consistent, accessible, centrally-located venue available for people wishing to attend the meetings. It is recognised that the venues currently used for Area Committees vary and not all of them are to the same standard of accessibility and convenience for users. However, it could have a potential negative impact for some people with disabilities who might find it more difficult to travel from the area in which they live into the centre of the City to attend meetings.

**FPPF1 - City Centre Accessibility Review** - The proposed review is likely to have a positive impact on disabled residents and visitors to the City Centre, because it will review existing access issues (advertising boards, street cafes blocking pavements, pavement conditions, and the location and availability of disabled parking bays) and suggest potential solutions that the City Council could take forward with other partners, including the Business Improvement District (BID) team and Cambridgeshire County Council.

**(c) Gender**

**LX2 - Living Wage External Campaign Officer and LX3 - Promotion Budget to accompany Living Wage Campaign** - If the employment of an officer to promote the living wage within the City results in more businesses and other organisations within the City, including the Universities, paying a Living Wage to their staff, this will have a positive impact on those residents who are currently not paid the Living Wage. There may be a disproportionate representation of some of the protected characteristics amongst those who are currently paid less than the Living Wage in the City. For example, recent national research by the Resolution Foundation (Low Pay Britain, 2012) found that a higher proportion of women (25%) receive less than the living wage than men (15%). However, further research would be needed to demonstrate the impact on particular groups within Cambridge, as trends may differ from those observed nationally.

**LS5 - Returning planning from area committees to central planning committee** - There are no specific gender implications from this proposed change. However, attending meetings in the afternoon may be more difficult if individuals have primary childcare or caring responsibilities, but this may apply equally to the evening. It may have a positive impact on personal safety of those wanting to attend meetings on planning issues, as they would no longer need to attend Area Committee meetings which can finish quite late at night.

### (d) Pregnancy and maternity

**LS6 - Increased charges at public toilets that require payment** - The proposed amendment to increase charges from 20p to 30p at those public toilets which require payment may have a small negative impact on those people who need to use toilets more frequently, including those who are pregnant or those with young children.

### (e) Transgender (including gender re-assignment)

**LS6 - Increased charges at public toilets that require payment** - The proposed amendment to increase charges from 20p to 30p at those public toilets which require payment may have a disproportionate impact on transgender people. The City Council provides toilets in 21 locations, of which 14 are free and 7 are subject to a 20p charge for use. Of the 7 which are subject to charges, 6 are unisex toilets, while a mixture of male, female and unisex toilets are provided at the seventh location (Drummer Street). Transgender residents and visitors may feel more comfortable using unisex toilets rather than designated male or female toilets in the city.

### (f) Marriage and Civil Partnership

No differential impact on people of particular marital or civil partnership status has been identified through this assessment of the proposed budget amendments.

### (g) Race or Ethnicity

No differential impact on people of a particular race or ethnicity has been identified through this assessment of the proposed budget amendments.

### (h) Religion or Belief

No differential impact on people of particular religion or beliefs has been identified through this assessment of the proposed budget amendments

### (i) Sexual Orientation

No differential impact on people of a particular sexual orientation has been identified through this assessment of the proposed budget amendments

### (j) Other factors that may lead to inequality – in particular – please consider the impact of any changes on low income groups or those experiencing the impacts of poverty (please state):

**LNCL1 - Decreasing the contribution to the Keep Cambridge Moving Fund and LNCL2 - Contribution to Sharing Prosperity Fund.** - These amendments propose to retain £700,000 in the Keep Cambridge Moving Fund, and use the remaining £800,000 to invest for new purposes from 2014/15 onwards. This would include investing £500,000 in the Executive's proposed 'Sharing Prosperity Fund' to support the delivery of an Anti-Poverty

**(j) Other factors that may lead to inequality – in particular – please consider the impact of any changes on low income groups or those experiencing the impacts of poverty (please state):**

Strategy.

These amendments could have a positive impact on residents on low incomes, through providing an earmarked fund which would support projects that aim to assist those on low incomes, reduce economic inequality and ameliorate deprivation. The amendment sets out a number of initial projects that will be supported by the Fund and are likely to have a positive impact on those on low incomes, including the expanded programme of 'Community Clear-Out Days', the Living Wage Campaign Officer, the Water and Energy Costs Anti-Poverty Scheme, the extra project budget for private sector energy and the Youth Apprenticeship Programme. The remainder of the Fund will be used to support projects which meet the objectives of the Anti-Poverty Strategy. The likely impacts of these individual projects on poverty would need to be assessed as they come forward.

**LX1 - Expanded programme of 'Community Clear Out Days'** - The proposal to increase the number of events held in the North and South of the City could have a positive impact on those residents living on low incomes and others who may find it difficult to access existing locations. It would increase access to free disposal of bulky waste rather than paying for these services.

**LX2 - Living Wage External Campaign Officer and LX3 - Promotion Budget to accompany Living Wage Campaign** - If the employment of an officer to promote the living wage within the City results in more businesses and other organisations within the City, including the Universities, paying a Living Wage to their staff, this will have a positive impact on those residents who are currently not paid the Living Wage. There may be a disproportionate representation of some of the protected characteristics amongst those who are currently paid less than the Living Wage in the City.

**LX4 - Water and Energy Costs Anti-Poverty Scheme** - This proposal would provide officer capacity to assist residents to review their water usage and assess whether they would achieve savings through having a water meter installed. Cambridge Water currently offers customers a free trial of water meters for a year and to remove them if no savings are identified. The scheme would also encourage take-up of water and energy efficiency measures. If additional support and promotion in lower income areas resulted in greater awareness and take-up of water meters, and energy and water efficiency measures, this could have a positive impact on some residents living on low incomes if it led to a reduction in their water bills.

**LX5 - Extra project budget for Private Sector Energy Officer** - The proposal to increase the budget for promotion of energy efficiency and insulation schemes (such as the Energy Company Obligation) could have a positive impact on those living on low incomes if the proposed targeting of low income areas of the City results in greater take-up in these areas.

**LX6 - Youth Apprenticeship Programme** - If the proposed additional funding enables Heads of Service to identify and support more youth apprenticeships than are currently available in City Council services, this could have a positive impact on the skills and employability of those young people that benefit from the apprenticeships created. If these young people are from low income households, this could have a positive impact on poverty.

**(j) Other factors that may lead to inequality – in particular – please consider the impact of any changes on low income groups or those experiencing the impacts of poverty (please state):**

**FPPF3 - Extra Cambridge promotion of the Cambridgeshire Collective Energy Switching Scheme** - This proposed amendment could have a positive impact on those on low incomes and those suffering from fuel poverty if it leads to greater awareness and take-up of the County-wide collective energy-switching scheme amongst Cambridge residents.

### **8. If you have any additional comments please add them here**

**LSR1 - Reverse Service Review SR3299 - Cessation of the Pest Control Service** - This amendment would reinstate the Council's free pest control service. Without further information on which groups currently access the free pest control service, it is not possible to assess whether reinstating this service would have a positive impact on particular groups.

**LS2 - Top slice cut of 25% of overall training, seminar and conference budget** – As the proposed reduction in the budget is intended to come from the annual underspend on the corporate training budget, it is likely that there would not be an impact on the availability of training opportunities for City Council staff. There is therefore not likely to be a disproportionate impact on any particular group of staff from reducing this budget.

**LS4 - Reduce budget for organisational subscriptions** - Depending on which subscriptions were discontinued in order to achieve this saving, it could potentially have a disproportionate impact on different groups of staff. However, the Council does not monitor the usage of corporate subscriptions by equality group so it is not possible to make this assessment.

**FPPF2 - Chesterton Co-ordinator** - This proposal would provide a fixed-term 2-year part-time co-ordinator post for shops and businesses in Chesterton, based on the model of the current Mill Road Co-ordinator. Depending on the demographic profile of small business owners in Chesterton, this could have a positive impact on particular equality groups, but information is not currently available to be able to make this assessment.



### 9. Conclusions and Next Steps

- If you have not identified any negative impacts, please sign off this form.
- If you have identified potential negative actions, you must complete the action plan at the end of this document to set out how you propose to mitigate the impact. If you do not feel that the potential negative impact can be mitigated, you must complete question 8 to explain why that is the case.
- If there is insufficient evidence to say whether or not there is likely to be a negative impact, please complete the action plan setting out what additional information you need to gather to complete the assessment.

All completed Equality Impact Assessments must be emailed to Suzanne Goff, Strategy Officer, who will arrange for it to be published on the City Council's website.

Email [suzanne.goff@cambridge.gov.uk](mailto:suzanne.goff@cambridge.gov.uk)

### 10. Sign off

Name and job title of assessment lead officer: David Kidston, Strategy and Partnerships Manager

Names and job titles of other assessment team members and people consulted:

Date of completion: 24 June 2014

Date of next review of the assessment:

**Action Plan**

**Equality Impact Assessment title:**

**Date of completion:**

<b>Equality Group</b>	<b>Age</b>
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Equality Group</b>	<b>Disability</b>
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Equality Group</b>	<b>Gender</b>
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

## Appendix E

<b>Equality Group</b>	<b>Pregnancy and Maternity</b>
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Equality Group</b>	<b>Transgender</b>
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Equality Group</b>	<b>Marriage and Civil Partnership</b>
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

## Appendix E

Equality Group	Race or Ethnicity
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

Equality Group	Religion or Belief
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

Equality Group	Sexual Orientation
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Other factors that may lead to inequality</b>	
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

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To: The Executive Councillor for Finance & Resources:  
Report by: Head of Finance (The Council's Section 151 Officer)  
Relevant scrutiny committee: Strategy & Resources  
14/7/2014  
Scrutiny Committee  
Wards affected: All Wards

## **ANNUAL TREASURY MANAGEMENT REPORT 2013/14, INCLUDING CHANGES TO TREASURY MANAGEMENT STRATEGY 2014/15**

### **Key Decision**

#### **1. Executive summary**

- 1.1 The Council is required by regulations issued under the Local Government Act 2003, to produce an annual treasury report reviewing treasury management activities and the actual prudential and treasury indicators for each financial year.
- 1.2 This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code 2011) in respect of 2013/14.
- 1.3 This report also includes information on capital activity during the year together with associated prudential & treasury indicators.
- 1.4 It is a requirement of the Code of Practice on Treasury Management (2011 Edition) that the changes as referred to in Paragraph 4.2 & Appendix D require the approval of this Committee and Full Council.

#### **2. Recommendations**

- 2.1 The Executive Councillor is asked to recommend this report, which includes the Council's actual prudential and treasury indicators for 2013/14.
- 2.2 The Executive Councillor is also asked to recommend these amendments to the Treasury Management Strategy which are summarised below:-

- Recommendation 1 – Increase Counterparty limits
- Recommendation 2 – Increase the limits for longer term investments
- Recommendation 3 – Include other Building Societies on Counterparty list
- Recommendation 4 – Include suggested foreign banks on Counterparty list
- Recommendation 5 – Include Investment Commercial Properties on Counterparty list

2.3 The details of the above recommendations are shown in Paragraph 4.2 & Appendix D and are approved by this Committee and Full Council, scheduled for 24<sup>th</sup> July 2014.

### **3. Background**

3.1 This report provides information on:

- Capital expenditure and financing activity during the year
- The impact of capital spending on the Council's 'need to borrow'
- The overall treasury position as at 31<sup>st</sup> March 2014
- An update on Icelandic Bank Deposits
- The Council's compliance with prudential & treasury indicators
- Treasury Management Position as at 31<sup>st</sup> March 2014 (Appendix A)
- The Council's Treasury Management advisors (Capita Asset Services) view on UK Interest & Investment rates (Appendix B)
- The actual prudential and treasury indicators (Appendix C)
- Changes to Treasury Management Strategy (Appendix D)
- A Glossary of Terms and Abbreviations (Appendix E)

### **3.2 The Council's Capital Expenditure and Financing 2013/14**

The Council undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, developer contributions, revenue contributions, reserves etc.), which has no resultant impact on the Council's borrowing need; or;



- If insufficient financing is available, or a decision is taken not to apply other resources, the funding of capital expenditure will give rise to a borrowing need.

The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed.

	<b>2012/13 £'000 Actual</b>	<b>2013/14 £'000 Revised Estimate *</b>	<b>2013/14 £'000 Actual</b>
Non-HRA capital expenditure	8,704	10,272	7,425
HRA capital expenditure	11,529	29,756	16,675
<b>Total capital expenditure</b>	<b>20,233</b>	<b>40,028</b>	<b>24,100</b>
<b>Resourced by:</b>			
• Capital receipts	-920	-3,266	-3,413
• Other contributions	-17,561	-36,762	-20,384
<b>Total available resources for financing capital expenditure</b>	<b>-18,481</b>	<b>-40,028</b>	<b>-23,797</b>
<b>Un-financed capital expenditure</b>	<b>1,752</b>	<b>-</b>	<b>303</b>

\* Per Mid-Year Financial Review (MFR) agreed on 24<sup>th</sup> October 2013

### 3.3 The Council's overall borrowing need

During 2013/14, there was no requirement for external borrowing. Un-financed capital expenditure for the Clay Farm Collaboration Agreement of £303,000, as shown above, was met temporarily from internal cash borrowing, until the expected future capital receipt can be used.

### 3.4 Current Debt as at 31<sup>st</sup> March 2014

The table below shows the Council's current outstanding debt and headroom (the amount of additional borrowing that is possible without breaching the Authorised Borrowing Limit):-

	<b>Principal (£)</b>
Authorised Borrowing Limit (A)	250,000,000
HRA Debt Limit (B)	230,839,000
2011/12 Borrowing (for HRA Self-Financing, C)	213,572,000
General Fund Headroom (A minus B)	19,161,000
HRA Headroom (B minus C)	17,267,000
2012/13 Borrowing	NIL
2013/14 Borrowing	NIL
Total Current Headroom (A minus C)	36,428,000

At present the only debt held by the authority relates to the twenty loans from PWLB for self-financing the HRA.

### 3.5 Treasury Position as at 31 March 2014

The Council's debt and deposit position is managed in order to ensure adequate liquidity for revenue and capital activities, security for deposits and to manage risk in relation to all treasury management activities. Procedures and controls to achieve these objectives are well established both through the application of approved Treasury Management Practices and regular reporting to Members.

The tables below provide a comparison of deposit activity and outturn for 2013/14 against 2012/13.

<b><u>Actual Returns</u></b>	2012/2013		2013/2014	
	Average Deposits	Average Rate of Return	Average Deposits	Average Rate of Return
<b>1. Internally Managed Funds</b>				
Fixed Short-Term (<365 days)	£58.47m	0.86%	49.21m	0.64%
Call/Overnight Accounts	£17.53m	0.65%	33.99m	0.64%
Fixed Long-Term (>365 days)	-	-	0.65m	1.09%
<b>2. Overall Deposit Return</b>				
	<b>£76.00m</b>	<b>0.81%</b>	<b>£83.85m</b>	<b>0.64%</b>

<b>Benchmark Returns</b>	2012/2013		2013/2014	
	Offer (LIBOR)	Bid (LIBID)	Offer (LIBOR)	Bid (LIBID)
Overnight	0.51%	0.38%	0.47%	0.35%
7 day	0.52%	0.39%	0.48%	0.35%
1 month	0.55%	0.43%	0.49%	0.36%
3 month	0.69%	0.56%	0.52%	0.39%
6 month	0.91%	0.78%	0.60%	0.47%
1 year	1.33%	1.21%	0.89%	0.76%
<b>Average</b>	<b>0.75%</b>	<b>0.63%</b>	<b>0.57%</b>	<b>0.45%</b>

**Notes:**

The 'Benchmark Return' figures are based upon Capita Asset Services average money market LIBOR & LIBID rates respectively. The benchmark returns shown above equate to the average annual rate for deposits as quoted on 31<sup>st</sup> March 2014. Similarly, the actual returns shown above equates to the Council's recorded average annual rate, also, on 31<sup>st</sup> March 2014.

Low market interest rates contributed to a lower yield in 2013/14 than in 2012/13. However, achievements compared favourably against the 'Benchmark Returns' for 2013/14.

- 3.6 Interest of £538,000 has been earned on the Council's deposits during 2013/14 at an average rate of 0.64%. This rate of return compares favourably with the average LIBOR & LIBID rate of 0.57% & 0.45%, respectively, as issued on 31<sup>st</sup> March 2014 by Capita. The budget for interest earned in 2013/14 was £576,000.
- 3.7 Interest yield has under-achieved the interest income budget by £38,000 for the year 2013/14. This was mainly due to further significant falls in market interest rates. The revised Treasury Management Strategy was agreed by Council on 24<sup>th</sup> October 2013 which will alleviate some of the effects of the downturn in market interest rates during 2014/15.
- 3.8 All of the Council's deposits had maturities of less than two years. A summary of deposits is shown at Appendix A.

### 3.9 Icelandic Bank Deposits Update

This authority had the following deposit (s) in Icelandic banks and their UK subsidiaries at the time of the collapse of the Icelandic banking system in October 2008, as detailed below:-

<b>Counterparty</b>	<b>Principal</b>	<b>% Rate</b>	<b>Deposit Date</b>
Heritable Bank Limited	1,000,000	5.65000%	09-Jan-08
Heritable Bank Limited	1,000,000	6.21000%	13-Jun-08
LBI hf	2,000,000	6.22000%	30-Jun-08
Heritable Bank Limited	2,000,000	6.00000%	05-Sep-08
LBI hf	1,000,000	6.35000%	01-Jul-08
LBI hf	2,000,000	6.42000%	01-Jul-08
Total:-	9,000,000		

#### **Heritable Bank Limited**

The total of distributions now received from the administrators of Heritable Bank Plc represents 94.02 pence in the pound of the total claim.

#### **LBI hf**

The total of distributions now received from LBI (formerly Landsbanki Islands Hf) represents approximately 55% of the claim.

### 3.10 Interest Rate Update

Capita Asset Services is the Council's independent treasury advisor. In support of effective forecasting the Council needs to be aware of the potential influence of market interest & investment rates for the Council. Capita's opinion is presented at Appendix B, and provides an overview as at 31<sup>st</sup> March 2014.

- 3.11 The Bank of England's May 2014 Inflation Report gives additional information on growth, inflation and interest rates. The Bank of England Monetary Policy Committee (MPC) noted that the economy appeared on course to absorb remaining spare capacity over the next few years, thereby keeping inflation close to the 2% target, reducing the need for an increase in interest rates.

The margin of spare capacity had probably narrowed slightly over recent months, but the central view of most MPC members was that it remained in the region of 1% to 1.5% of GDP. The Committee judged that there was scope to make further inroads into slack before an increase in Bank Rate was necessary.

### 3.12 Compliance with Treasury Limits

During the financial year the Council operated within the 'authorised' and 'operational' borrowing limits contained within the Prudential Indicators set out in the Council's Treasury Management Strategy Statement. The outturn for these Prudential Indicators is shown in Appendix C.

### 4. Proposed Changes to Treasury Management Strategy 2014/15 (to include an assessment of any associated risks)

4.1 Due to reduced market interest rates, with no anticipated increases in the near future, a number of recommendations are being proposed that maintain interest returns, while minimising any associated risks.

4.2 These proposals are highlighted in the table shown below:-

Proposed Treasury Strategy Change	Reason for Change	Risk
1. Increase counterparty limits by £5m (banking group by £7.5m)	Provides the opportunity for not using the lower yield alternatives with deposit balances increasing	A major proportion of the deposit portfolio is placed in one area
2. Increase the limit for investments greater than 1 year to £30m	To give greater diversity to this Council, for options that avoids depositing funds in the Debt Management Office (DMO) at a low interest rate currently at 0.25%. Also, to achieve better yields at the longer end of the market	Interest rates increase sooner than expected making current deposits 'tied up' for longer at the previous interest rate
3. Include other building societies on counterparty list with an asset value greater than £5 billion	Improve diversity in accessing counterparties	No guarantee of security
4. Include other highly rated foreign banks to our counterparty list of £5m each (Deutsche Bank, Santander UK, Svenska Handelsbanken)	Rates on our current call accounts are reducing substantially. This sector will increase our access to better interest rates with quality foreign institutions	Not backed by the Bank of England (except Santander UK), which may compromise security and liquidity
5. Include the Council's UK Investment Property Portfolio on counterparty list and 'pooled' property vehicles (e.g. CCLA Local Authorities' Property Fund) – up to £10m	Improve yields from capital investment & 'pooled' property funds in order to gain increased revenue returns from commercial property	Any downturns in the property market could compromise the preservation of capital and liquidity (thus area continually monitored)

## **5. Implications**

### **(a) Financial Implications**

The recommendations will improve interest receipts with the current level of interest rates being continually reduced.

### **(b) Staffing Implications**

None.

### **(c) Equality & Poverty Implications**

No negative impacts identified.

### **(d) Environmental Implications**

None.

### **(e) Procurement**

None.

### **(f) Consultation and communication**

None required.

### **(g) Community Safety**

No community safety implications.

## **6. Background papers**

6.1 None.

## **7. Appendices**

- 7.1 Appendix A – The Council's deposits as at 31<sup>st</sup> March 2014  
Appendix B – Capita's opinion on UK interest rates  
Appendix C – Prudential Indicators – outturn for 2013/14  
Appendix D – Summarised amendments to the current Treasury  
Management Strategy  
Appendix E – Glossary of Terms and Abbreviations

## 8. **Inspection of papers**

8.1 To inspect the background papers or if you have a query on the report please contact:

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## TREASURY MANAGEMENT POSITION AS AT 31<sup>st</sup> March 2014

### CURRENT DEPOSITS

The Council's current deposits are summarised (by counterparty) in the table below, this does not include deposits with Icelandic banks.

Counterparty	% Rate	Duration	Principal (£)
<b>Fixed Term Deposits</b>			
Bank of Scotland Plc	0.98	1 year	3,000,000
Bank of Scotland Plc	0.98	1 year	3,000,000
Bank of Scotland Plc	0.98	1 year	2,000,000
Bank of Scotland Plc	0.95	1 year	2,000,000
Bank of Scotland Plc	0.95	1 year	3,000,000
Bank of Scotland Plc	0.95	1 year	1,000,000
Lloyds TSB Bank Plc	0.95	1 year	2,500,000
Lloyds TSB Bank Plc	0.85	9 months	3,000,000
Lloyds TSB Bank Plc	0.83	9 months	3,000,000
Nationwide BS	0.47	3 months	2,000,000
Nationwide BS	0.47	3 months	1,000,000
Nationwide BS	0.47	3 months	2,000,000
Nationwide BS	0.47	3 months	2,000,000
Nationwide BS	0.47	3 months	2,000,000
Nationwide BS	0.47	3 months	1,000,000
Nationwide BS	0.47	3 months	2,000,000
Nationwide BS	0.47	3 months	2,000,000
Nationwide BS	0.47	3 months	1,000,000
Cheshire West & Cheshire Council	1.15	2 years	2,000,000
Leeds City Council	0.45	1 day	4,000,000
Thurrock Borough Council	0.47	4 months	2,000,000
Wolverhampton City Council	1.00	18 months	3,000,000
West Yorkshire PCC	0.40	10 days	500,000
<b>Total Fixed Term Deposits</b>			<b>49,000,000</b>
<b>Variable Rate Notice Accounts</b>			
Barclays Bank Plc	0.62188	100 Day Notice	15,000,000
The Royal Bank of Scotland	0.60	Same Day Notice	4,960,023
National Westminster Bank Plc	0.60	95 Day notice	10,000,000
HSBC Bank Plc	0.30	Same Day Notice	1,210,000
<b>Total Variable Rate Notice Accounts</b>			<b>31,170,023</b>
<b>TOTAL</b>			<b>80,170,023</b>

The above deposits include any forward-deals or forward-renewals that have been agreed (i.e. where the deposit/renewal will take place at a future date).



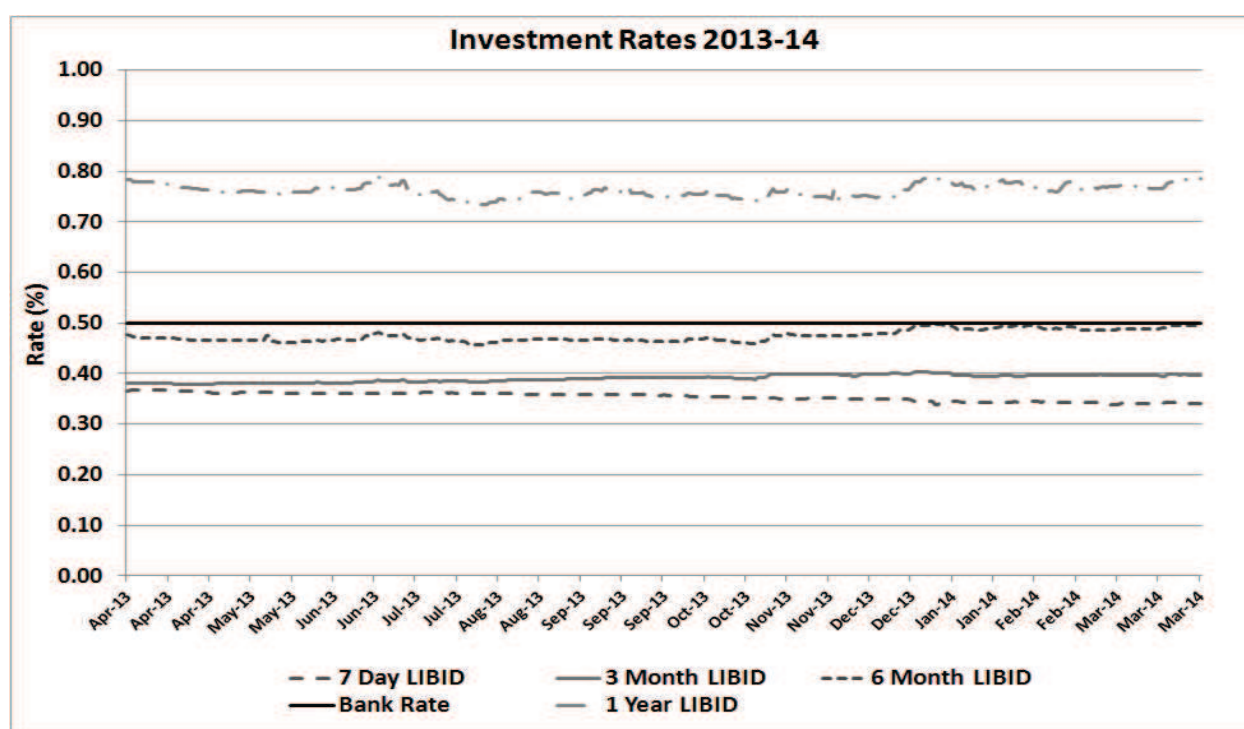
## Capita's Opinion on UK Interest & Investment Rates as at 31<sup>st</sup> March 2014.

### UK INTEREST RATES

The original expectation for 2013/14 was that Bank Rate would not rise during the year and for it only to start gently rising from quarter 1 2015. This forecast rise has now been pushed back to a start in quarter 3 2015. Economic growth (GDP) in the UK was virtually flat during 2012/13 but surged strongly during the year. Consequently there was no additional quantitative easing during 2013/14 and Bank Rate ended the year unchanged at 0.5% for the fifth successive year. While CPI inflation had remained stubbornly high and substantially above the 2% target during 2012, by January 2014 it had, at last, fallen below the target rate to 1.9% and then fell further to 1.7% in February. It is also expected to remain slightly below the target rate for most of the two years ahead.

### UK INVESTMENT RATES

Market expectations as to the timing of the start of monetary tightening ended up unchanged at early 2014. The Funding for Lending Scheme resulted in deposit rates remaining depressed during the whole of the year, although the part of the scheme supporting provision of credit for mortgages came to an end in the first quarter of 2014. The table below represents graphically the comparison between market investment rates with the Bank of England Base Rate.



## PRUDENTIAL &amp; TREASURY MANAGEMENT INDICATORS

	Actual 2012/13 £'000	Original 2013/14 £'000	Revised 2013/14 £'000	Actual 2013/14 £'000
<b><u>PRUDENTIAL INDICATORS</u></b>				
<b>Capital expenditure</b>				
- General Fund	8,704	6,761	10,272	7,425
- HRA	11,529	21,581	29,756	16,675
<b>Total</b>	<b>20,233</b>	<b>28,342</b>	<b>40,028</b>	<b>24,100</b>
<b>Incremental impact of capital deposit decisions on:</b>				
Band D Council Tax (City element)	0	0	0	0
Average weekly housing rent	0	0	0	0
<b>Capital Financing Requirement (CFR) as at 31 March</b>				
- General Fund	858	858	858	1,161
- HRA	214,748	214,748	214,748	214,748
<b>Total</b>	<b>215,606</b>	<b>215,606</b>	<b>215,606</b>	<b>215,909</b>
<b>Deposits at 31 March (Note 2)</b>	<b>65,543</b>	<b>59,027</b>	<b>76,206</b>	<b>82,796</b>
<b>Net borrowing Requirement</b>	<b>150,063</b>	<b>156,579</b>	<b>139,400</b>	<b>133,113</b>
<b>Change in the CFR</b>	<b>1,752</b>	<b>0</b>	<b>0</b>	<b>303</b>
<b>External Gross Debt</b>	<b>213,572</b>	<b>213,572</b>	<b>213,572</b>	<b>213,572</b>
<b>Ratio of financing costs to net revenue stream</b>				
-General Fund	-2.85%	-2.64%	-2.65%	-2.77%
-HRA	20.04%	19.50%	19.50%	19.50%
<b>Total</b>	<b>17.19%</b>	<b>16.86%</b>	<b>16.85%</b>	<b>16.73%</b>

Note1: 'Original' refers to the Council's Budget Setting Report 2013/14 as agreed by Council on 21<sup>st</sup> February 2013.

Note 2: As per the Council's Balance Sheet.

## PRUDENTIAL & TREASURY MANAGEMENT INDICATORS

	Actual 2012/13 £'000	Original 2013/14 £'000	Revised 2013/14 £'000	Actual 2013/14 £'000
<b><u>TREASURY INDICATORS</u></b>				
<b>Authorised limit</b>				
for borrowing	250,000	250,000	250,000	250,000
for other long term liabilities	0	0	0	0
<b>Total</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>
<b>HRA Debt Limit</b>	<b>230,839</b>	<b>230,839</b>	<b>230,839</b>	<b>230,839</b>
<b>Operational boundary</b>				
for borrowing	215,606	215,606	215,606	215,909
for other long term liabilities	0	0	0	0
<b>Total</b>	<b>215,606</b>	<b>215,606</b>	<b>215,606</b>	<b>215,909</b>
<b>Upper limit for total principal sums deposited for over 364 days &amp; up to 3 years</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Upper limit for fixed &amp; variable interest rate exposure</b>				
Net interest on fixed rate borrowing/deposits	6,840	6,942	6,942	6,916
Net interest on variable rate borrowing/deposits	-23	-23	-23	-23
<b>Maturity structure of new fixed rate borrowing during 2012/13</b>		Upper Limit	Lower Limit	
10 years and above (PWLB borrowing for HRA Reform)		100%	100%	

Note1: 'Original' refers to the Council's Budget Setting Report 2013/14 as agreed by Council on 21<sup>st</sup> February 2013.

**Recommended Changes to the Treasury Management  
Strategy to take effect from 25<sup>th</sup> July 2014**

<b>Counterparty</b>	<b>Duration</b>	<b>Current Limit (£)</b>	<b>Revised Limit (£)</b>
Increase Single Counterparty limit i.e. UK Nationalised & Non-Nationalised UK Domiciled Banks and Local Authorities	Up to 1 year	15m	20m
Increase counterparty Group Bank limit i.e. UK Nationalised & Non-Nationalised UK Domiciled Banks	Up to 1 year	22.5m (1.5 times Single Counterparty limit)	30m (1.5 times Single Counterparty limit)
Increasing the financial limit for non-specified investments (local authorities only)	Over 1 year and up to 5 years	5m	Up to 30m
Increase the limit for UK Investment Commercial Properties (Including CCLA Local Authorities' Property Fund)	Over 1 year and up to 5 years	NIL	Up to 10m
Increase the HSBC Deposit A/C limit	Up to 1 year	20m	25m
Increase the Certificate of Deposit (single counterparty) limit	Liquid Rolling Balance	10m	15m
Increase the Money Market Fund (single counterparty) limit	Liquid Rolling Balance	10m	15m
Include other UK Building Societies (that fall just outside our criteria)	1 month or in line with Capita's Credit Worthiness Methodologies, if longer	NIL	2m per Building Society
Making use of highly rated foreign banking institutions (e.g. Deutsche Bank, Santander UK & Svenska Handelsbanken)	Up to 1 year	NIL	5m per foreign bank

Note:- An updated Counterparty list incorporating the above changes are shown, also under Appendix D, for additional information.

## Proposed Revised Counterparty List (Recommendations shown in bold)

The full listing of approved counterparties is shown below, showing the category under which the counterparty has been approved, the appropriate deposit limit and current duration limits. The changes recommended are shown in bold.

Name	Council's Current Deposit Period	Category	Limit (£)
All UK Local Authorities	N/A	Local Authority	<b>20m</b>
All UK Local Authorities – longer term limit	<b>Over 1 year and up to 5 years</b>	Local Authority	<b>Up to 30m</b>
UK Investment Commercial Properties (Including CCLA Local Authorities' Property Fund)	N/A	UK Commercial Property Portfolio	<b>Up to 10m</b>
All UK Passenger Transport Authorities	N/A	Passenger Transport Authority	<b>20m</b>
All UK Police Authorities	N/A	Police Authority	<b>20m</b>
All UK Fire Authorities	N/A	Fire Authority	<b>20m</b>
All UK Nationalised Industries	N/A	Nationalised Industry	<b>20m</b>
Debt Management Account Deposit Facility	N/A	DMADF	None
Barclays Bank Plc	100 days	UK Bank	<b>20m</b>
HSBC Bank Plc	1 year	UK Bank	<b>25m</b>
Standard Chartered Bank	1 year	UK Bank	<b>20m</b>
Bank of Scotland Plc	1 Year	UK Nationalised Bank	<b>20m</b>
Lloyds TSB Bank Plc	1 Year	UK Nationalised Bank	<b>20m</b>
National Westminster Bank Plc	1 Year	UK Nationalised Bank	<b>20m</b>
The Royal Bank of Scotland Plc	1 Year	UK Nationalised Bank	<b>20m</b>
Members of a Bank Group	1 Year	UK Nationalised Bank	<b>30m</b>
<b>Deutsche Bank</b>	<b>In line with Capita's Credit Worthiness Methodologies</b>	<b>Foreign Banking Institution</b>	<b>5m</b>
<b>Santander Bank UK Plc</b>	<b>In line with Capita's Credit Worthiness Methodologies</b>	<b>Foreign Banking Institution (domiciled in UK)</b>	<b>5m</b>

<b>Name</b>	<b>Council's Current Deposit Period</b>	<b>Category</b>	<b>Limit (£)</b>
<b>Svenska Handelsbanken</b>	<b>In line with Capita's Credit Worthiness Methodologies</b>	<b>Foreign Banking Institution</b>	<b>5m</b>
Nationwide Building Society	In line with Capita's Credit Worthiness Methodologies	UK Building Society	<b>20m</b>
<b>Other UK Building Societies with an asset value greater than £5 billion</b>	<b>1 month or in line with Capita's Credit Worthiness Methodologies, if longer</b>	<b>UK Building Society</b>	<b>2m per Building Society</b>
Money Market Funds – AAA mmf	Liquid Rolling Balance	Financial Instrument	<b>15m (in total, per fund)</b>
Certificate of Deposits (CDs with UK Banking Institutions) – AAA	Liquid Rolling Balance	Financial Instrument	<b>15m (per single counterparty)</b>
<b>Certificate of Deposits (CDs with UK Building Societies) – AAA</b>	<b>Liquid Rolling Balance</b>	<b>Financial Instrument</b>	<b>2m (per single counterparty)</b>
<b>Certificate of Deposits (CDs with Foreign Banking Institutions) – AAA</b>	<b>Liquid Rolling Balance</b>	<b>Financial Instrument</b>	<b>2m (per single counterparty)</b>
Custodian of Funds - AAA	Requirement for Undertaking Financial Instruments	Fund Managers	<b>Up to 15m (per single counterparty)</b>
UK Government Gilts (longer term Government debt) – AAA	Over 1 year & up to 30 Years	Financial Instrument	None (through DMADF, via secondary market)
UK Government Treasury Bills (shorter term Government debts) - AAA	Up to 6 months	Financial Instrument	None (via DMADF)
Supranational Bonds - AAA	Over 1 year & up to 50 Years	Multi-lateral Development Bank Bond	In line with Capita's Lending Methodologies

## Treasury Management – Glossary of Terms and Abbreviations

Term	Definition
Authorised Limit for External Borrowing	Represents a control on the maximum level of borrowing
Capital Expenditure	Expenditure capitalised in accordance with regulations i.e. material expenditure either by Government Directive or on capital assets, such as land and buildings, owned by the Council (as opposed to revenue expenditure which is on day to day items including employees' pay, premises costs and supplies and services)
Capital Financing Requirement	A measure of the Council's underlying borrowing need i.e. it represents the total historical outstanding capital expenditure which has not been paid for from either revenue or capital resources
CIPFA	Chartered Institute of Public Finance and Accountancy
Consumer Price Index (CPI)	Measures changes in the price level of a market of consumer goods and services purchased by households
Counter-parties	Financial Institutions with which funds may be placed
Credit Risk	Risk of borrower defaulting on any type of debt by failing to make payments which it is obligated to do
DCLG	Department for Communities & Local Government
Eurocurrency	Any deposits residing in banks located outside borders of the country that issues the deposit that it is denominated in
Gross Domestic Product (GDP)	GDP per capita is considered an indicator of a country's 'standard of living'
HRA	Housing Revenue Account - a 'ring-fenced' account for local authority housing account where a council acts as landlord
HRA Self-Financing	A new funding regime for the HRA introduced in place of the previous annual subsidy system
LBI hf	Formerly Landsbanki Islands hf
London Inter-bank Bid Rate (LIBID)	The average estimated interest rate leading banks in London are willing to pay for eurocurrency deposits
London Inter-bank Offered Rate (LIBOR)	The average interest rate estimated by leading banks in London would be charged if borrowing from other banks
Liquidity	A measure of how readily available an investment is
MPC	Monetary Policy Committee - The Bank of England Committee responsible for setting the UK's bank base rate
Net Borrowing Requirement	External borrowing less deposits
Operational Boundary	Limit which external borrowing is not normally expected to exceed
PWLB	Public Works Loans Board - an Executive Government Agency of HM Treasury from which local authorities & other prescribed bodies may borrow at favourable interest rates
Security	A measure of the creditworthiness of a counter-party
Yield	Interest, or rate of return, on an investment

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To Executive Councillor for Finance and Resources

Report by Chief Executive, Director of Customer & Community Services,  
Director of Environment and Director of Business Transformation

Relevant Scrutiny Committee Strategy & Resources 14 July 2014

### **2013/14 Revenue and Capital Outturn, Carry Forwards and Significant Variances – Customer Services & Resources Portfolio**

#### **Key Decision**

##### **1. Executive summary**

- 1.1 This report presents a summary of the 2013/14 outturn position (actual income and expenditure) for services within the Customer Services & Resources portfolio, compared to the final budget for the year. The position for revenue and capital is reported and variances from budgets are highlighted, together with explanations. Requests to carry forward funding arising from certain budget underspends into 2014/15 and future years where relevant, are identified.
- 1.2 It should be noted that outturn reports being presented in this Committee cycle reflect the reporting structures in place prior to the recent changes in Executive portfolios. In light of those changes (together with the requirement to report outturn on the basis of portfolios in place during 2013/14) members of this committee are asked to consider the proposals to carry forward budgets and make their views known to The Executive Councillor for Finance and Resources, for consideration at Strategy & Resources Scrutiny Committee prior to his recommendations to Council.

##### **2. Recommendations**

Members of the Scrutiny Committee are asked to consider and make known their views on the following proposals:

- a) To agree the carry forward requests totalling £180,520 as detailed in Appendix C, to be recommended to Council for approval.
- b) To seek approval from Council to carry forward capital resources to fund rephased net capital spending of £1,459,000 from 2013/14 into 2014/15 and future years where relevant, as detailed in Appendix D.

### 3. Background

#### Revenue Outturn

- 3.1 The outturn position for the Customer Services & Resources portfolio, compared to the final revenue budget, is presented in detail in Appendix A.
- 3.2 Appendix B to this report provides explanations of the main variances.
- 3.3 Appendix C sets out the final list of items, for this portfolio, for which approval is sought to carry forward unspent budget from 2013/14 to the next financial year, 2014/15.
- 3.4 The overall revenue budget outturn position for the Customer Services & Resources portfolio is set out in the table below:

<b>Customer Services &amp; Resources Portfolio 2013/14 Revenue Summary</b>	<b>£</b>
Final Budget	(5,546,160)
Outturn	(6,351,186)
(Under)/Overspend for the year	(805,026)
Carry Forward Requests	180,520
<b>Net Variance</b>	<b>(624,506)</b>

The net variance represents 11.3% of the overall portfolio budget for the 2013/14 financial year.

#### Capital Outturn

- 3.5 Appendix D shows the outturn position for schemes and programmes within the Customer Services & Resources portfolio, with explanations of variances.
- 3.6 An overall underspend of £1,541,000 has arisen. £1,459,000 is due to slippage and rephasing of the capital programmes is required to transfer the budget into 2014/15. The remaining variance of £82,000 is a result of net underspends on individual capital schemes and programmes.

## 4. Implications

- 4.1 The net variance from the final budget, after approvals to carry forward budget of £180,520 from 2013/14 to the next financial year, 2014/15, would result in a decreased use of General Fund reserves of £624,506.
- 4.2 In relation to anticipated requests to carry forward revenue budgets into 2014/15, the decisions made may have a number of implications. A decision not to approve a carry forward request will impact on officers' ability to deliver the service or scheme in question and this could have staffing, equal opportunities, environmental and/or community safety implications.

## 5. Background papers

These background papers were used in the preparation of this report:

- Closedown Working Files 2013/14
- Directors' Variance Explanations – March 2014
- Capital Monitoring Reports – March 2014
- Budgetary Control Reports to 31 March 2014

## 6. Appendices

- Appendix A - Revenue Budget 2013/14 - Outturn
- Appendix B - Revenue Budget 2013/14 - Major Variances from Final Revenue Budgets
- Appendix C - Revenue Budget 2013/14 - Carry Forward Requests
- Appendix D - Capital Budget 2013/14 - Outturn

## 7. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

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## Customer Services &amp; Resources Portfolio / Strategy &amp; Resources Scrutiny Committee

## Revenue Budget - 2013/14 Outturn

Service Grouping	Original Budget £	Final Budget £	Outturn	Variation - Final Budget & Outturn Increase / (Decrease) £	Carry Forward Requests - see Appendix C £	Net Variance £
<b>Business Transformation</b>						
Finance - General	(691,770)	(650,770)	(1,082,467)	(431,697)	0	(431,697)
General Properties and Grand Arcade	(7,069,170)	(7,212,340)	(7,294,315)	(81,975)	0	(81,975)
Procurement	0	0	(16,297)	(16,297)	0	(16,297)
Cashiers	0	0	(25,053)	(25,053)	0	(25,053)
Customer Service Centre	0	0	(43,820)	(43,820)	0	(43,820)
Central Post Scanning Facility	283,130	0	(1,921)	(1,921)	0	(1,921)
	<b>(7,477,810)</b>	<b>(7,863,110)</b>	<b>(8,463,873)</b>	<b>(600,763)</b>	<b>0</b>	<b>(600,763)</b>
<b>Other IT Spend</b>						
Flexible Working / IT Corporate Strategy / Document Image Processing	172,710	8,180	13,013	4,833	0	4,833
	<b>172,710</b>	<b>8,180</b>	<b>13,013</b>	<b>4,833</b>	<b>0</b>	<b>4,833</b>
<b>Human Resources</b>						
Employee Travel Plan	0	0	(1,001)	(1,001)	0	(1,001)
Childcare Voucher Scheme	0	0	4,068	4,068	0	4,068
GMB	0	0	(495)	(495)	0	(495)
Unison	0	0	(559)	(559)	0	(559)
Emergency Planning	0	0	(16,308)	(16,308)	0	(16,308)
Quality/Health and Safety Management - Indirect	0	0	6,279	6,279	0	6,279
	<b>0</b>	<b>0</b>	<b>(8,016)</b>	<b>(8,016)</b>	<b>0</b>	<b>(8,016)</b>
<b>Chief Executive's</b>						
Electoral Registration / Elections	242,520	214,410	207,122	(7,288)	0	(7,288)
Civic Affairs and Twinning	0	0	(10,068)	(10,068)	0	(10,068)
Members' Support	0	0	(18,286)	(18,286)	0	(18,286)
Committee Management	0	0	(3,496)	(3,496)	0	(3,496)
	<b>242,520</b>	<b>214,410</b>	<b>175,272</b>	<b>(39,138)</b>	<b>0</b>	<b>(39,138)</b>
<b>Customer and Community</b>						
Revenues and Benefits	2,002,940	1,950,760	1,827,947	(122,813)	129,520	6,707
Finance - Indirect	0	0	0	0	0	0
Mill Road Support Services	0	0	0	0	0	0
Repairs and Maintenance (General Fund)	273,040	273,040	273,040	0	0	0
	<b>2,275,980</b>	<b>2,223,800</b>	<b>2,100,987</b>	<b>(122,813)</b>	<b>129,520</b>	<b>6,707</b>
<b>Environment</b>						
Land Charges and Searches	(56,760)	(129,440)	(168,569)	(39,129)	35,000	(4,129)
	<b>(56,760)</b>	<b>(129,440)</b>	<b>(168,569)</b>	<b>(39,129)</b>	<b>35,000</b>	<b>(4,129)</b>
<b>Direct Services Total</b>	<b>(4,843,360)</b>	<b>(5,546,160)</b>	<b>(6,351,186)</b>	<b>(805,026)</b>	<b>164,520</b>	<b>(640,506)</b>
<b>Support Services (net costs recharged to Departments)</b>						
Accountancy and Support Services	1,536,410	1,563,810	1,564,589	779	0	779
Other Support Services	231,270	231,270	242,470	11,200	0	11,200
Internal Audit	368,050	339,650	303,337	(36,313)	0	(36,313)
Human Resources	915,310	968,570	903,488	(65,082)	16,000	(49,082)
IT	2,796,400	2,802,560	2,807,495	4,935	0	4,935
Legal Services	939,650	937,780	915,084	(22,696)	0	(22,696)
Property and Building Services (including Admin Buildings)	3,202,140	3,265,250	3,271,371	6,121	0	6,121
Architects	184,140	184,140	199,660	15,520	0	15,520
<b>Support Services Total</b>	<b>10,173,370</b>	<b>10,293,030</b>	<b>10,207,494</b>	<b>(85,536)</b>	<b>16,000</b>	<b>(69,536)</b>
Recharged to Departments	(10,173,370)	(10,293,030)	(10,207,494)	85,536	0	85,536
<b>Support Services (net)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,000</b>	<b>16,000</b>
<b>Total Net Budget</b>	<b>(4,843,360)</b>	<b>(5,546,160)</b>	<b>(6,351,186)</b>	<b>(805,026)</b>	<b>180,520</b>	<b>(624,506)</b>

Changes between original and final budgets may be made to reflect:

- portfolio and departmental restructuring
- approved budget carry forwards from the previous financial year
- technical adjustments, including changes to the capital accounting regime
- virements approved under the Council's constitution
- additional external revenue funding not originally budgeted

and are detailed and approved:

- in the January committee cycle (as part of the Budget Setting Report)
- in the June/July committee cycle (outturn reporting and carry forward requests)
- in September (as part of the Mid-Year Financial Review, MFR)
- via technical adjustments/virements throughout the year

## Customer Services & Resources Portfolio / Strategy & Resources Scrutiny Committee

### Revenue Budget 2013/14 - Major Variances from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount £	Contact
<b>Business Transformation</b> Finance - General	The main variance relates to credits reflecting a reduction in the impairments previously assessed on the Council's deposits with Heritable Bank and LBI. These result from an increase in the recovery percentage for Heritable and the likelihood of recovery of monies over a shorter period in respect of LBI.	(431,697)	Charity Main
General Properties and Grand Arcade	The underspend is mainly due to the receipt of backdated rental income following the completion of rent reviews and audits during the latter stages of the 2013/14 financial year.	(81,975)	Dave Prinsep
Cashiers	The variance relates to minor underspends on staffing and supplies and services costs. Ongoing savings have been built into the budgets from the 2014/15 financial year onwards.	(25,053)	Jonathan James
Customer Service Centre	The variance relates to minor underspends across a number of supplies and services budgets and a small underspend on employee costs due to staff turnover.	(43,820)	Jonathan James
<b>Customer and Community</b> Revenues and Benefits	The main variance is due to unspent Homelessness Prevention Funding of (£129,520) for which a carry forward of budget is requested (see Appendix C).	(122,813)	Alison Cole
<b>Environment</b> Land Charges and Searches	Increased income over and above revised budget set, due to buoyant market conditions; Land Charge requests for Full Search up by 23% on last year. A carry forward request to transfer £35,000 to top up the existing ringfenced reserve to assist with the future repayment of fees and charges related to the on-going litigation by Personal Search Companies is included in Appendix C.	(39,129)	Paul Boucher
<b>Support Services</b> Internal Audit	The temporary/agency staff costs that were incurred pending recruitment to the Senior Auditor vacant post were less than originally forecast.	(36,313)	Steve Crabtree
Human Resources	The underspend includes the balance of the organisational change budget of £21,190, which has been allocated to the Managers' Skills programme. The Managers' Skills programme has now been implemented and will be completed by the end of August 2014. A carry forward of budget of £16,000 is requested to complete the programme (see Appendix C). The remaining variance relates to minor supplies and services underspends.	(65,082)	Deborah Simpson
Legal Services	Income recovery from third parties was higher than target.	(22,696)	Simon Pugh

**Customer Services & Resources Portfolio /  
Strategy & Resources Scrutiny Committee**

**Revenue Budget 2013/14 - Carry Forward Requests**

Request to Carry Forward Budgets from 2013/14 into 2014/15

Item	Reason for carry forward request	Carry Forward Requests £	Contact
1	<p><b>Revenues and Benefits</b> Request to carry forward unspent Homelessness Prevention funding of £129,520 to support Discretionary Housing Payments as outlined within the report to Strategy &amp; Resources Scrutiny Committee on 17 March 2014.</p>	129,520	Alison Cole
2	<p><b>Land Charges</b> Transfer of over-achieved fee income to top up existing earmarked reserve (existing balance £34,000) - to offset on-going litigation claim by Personal Search companies.</p>	35,000	Paul Boucher
3	<p><b>Human Resources</b> The HR service underspend includes the balance of a corporate budget earmarked to support organisational change and allocated to the Managers' Skills Programme. There is a request to carry forward £16,000 of the remaining budget of £21,190 to complete the programme. The Managers' Skills programme has been implemented and will be completed by the end of August 2014.</p>	16,000	Deborah Simpson
	<b>Total Carry Forward Requests for Customer Services &amp; Resources Portfolio</b>	<b>180,520</b>	

## Customer Services &amp; Resources Portfolio / Strategy &amp; Resources Scrutiny Committee

## Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14		Final Budget 2013/14		Outturn	Variance - Outturn compared to Final Budget		Rephase Spend	Over / (Under) Spend		Variance Explanation / Comments
			£000	£000	£000	£000		£000	£000		£000	£000	
SC586	Wide Area Network Project	T Allen	0	36	7	(29)	0	29	0	0	0	Project is on target for completion by the end of the 2014/15 financial year.	
SC579	Office Accommodation Strategy	F Barratt	0	231	124	(107)	107	0	0	0	0	Budget of £107k needs to be re-phased to the 2014/15 financial year to reflect the adjusted schedule for refurbishment of the Guildhall reception and Mandela House training room. Project overall remains on target to vacate Lion House at the termination of the Lease on 5 September 2014. The separation works required to facilitate the letting of the Annexe at the Guildhall are estimated to start towards the end of 2014 with rental income coming on stream as scheduled in 2016/17.	
SC580	Electoral Services Software	G Clift	0	25	0	(25)	0	(25)	0	(25)	0	Scheme completed. Following a procurement agreement with Fenland District Council, a decision has been made to retain the existing software provider. There is no need for the initial capital outlay required when changing supplier.	
SC508	E-Benefits	A Cole	0	5	2	(3)	0	(3)	0	(3)	0	Scheme completed. There will be no further expenditure on this scheme.	
SC552	Localisation of Council Tax - Implementation Costs	A Cole	0	11	1	(10)	10	0	0	0	0	The project is now scheduled to be completed in the 2014/15 financial year. The remaining budget of £10k is required for final project management/support costs.	
SC391	La Mimosa Punting Station	P Doggett	0	10	8	(2)	2	(2)	0	0	0	Final installation of the pontoon was delayed for a number of external reasons. Installation is due to take place during June/July 2014 when the balancing sum of £2k will be paid.	

## Customer Services &amp; Resources Portfolio / Strategy &amp; Resources Scrutiny Committee

## Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14		Final Budget 2013/14		Outturn		Variance - Outturn compared to Final Budget		Rephase Spend	Over / (Under) Spend	Variance Explanation / Comments
			£000	£000	£000	£000	£000	£000	£000	£000			
SC335	Customer Access Strategy - IT Workstream	J James	0	20	0	20	0	0	(20)	0	(20)	Scheme completed. There will be no further expenditure on this scheme.	
SC538	Information Kiosks to be Installed in Local Area	J James	0	25	26	25	26	1	0	0	1	Scheme completed. Minor overspend of £1k has been financed from the Customer Service Centre's repairs and renewals fund.	
SC555	Siemens Maintenance Contract	J James	0	67	33	67	33	(34)	2	0	(32)	Budget of £2k is required for final scheme costs. The remaining budget of £32k is not required as the switchboard replacement element of the project will not take place due to software incompatibility issues.	
SC587	Telephone Payments Upgrade and Online Payments Content Management System (CMS)	J James	0	27	10	27	10	(17)	17	0	0	Online payments installation was completed in March 2014. Telephone payments upgrade is scheduled to take place during June/July 2014.	
SC559	CBid Software	K Jay	0	3	0	3	0	(3)	0	0	(3)	Scheme completed. There will be no further expenditure on this scheme.	
SC429	Telephony System Upgrade	J Nightingale	35	0	0	0	0	0	0	0	0	Budget of £35k has been re-phased to the 2014/15 financial year.	
SC541	Corporate PC Replacement Programme	J Nightingale	0	116	116	116	116	0	0	0	0	Scheme completed.	



## Customer Services &amp; Resources Portfolio / Strategy &amp; Resources Scrutiny Committee

## Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14	Final Budget 2013/14	Outturn	Variance - Outturn compared to Final Budget	Rephase Spend	Over / (Under) Spend	Variance Explanation / Comments
SC362	Lighting and Power in Committee Rooms	J Stocker	0	14	0	(14)	14	0	Lighting design has been completed. However, the type of lighting fittings that have been suggested do not meet the Listing Officer's requirement for bronze coloured lighting fittings.  When the bronze coloured lighting fittings have been sourced, Members' approval will need to be obtained before commencement of the installation.
<b>Total Projects</b>			<b>35</b>	<b>590</b>	<b>327</b>	<b>(263)</b>	<b>181</b>	<b>(82)</b>	
PV554	Development of Land at Clay Farm	A Carter	1,502	783	303	(480)	480	0	The costs incurred are in respect of the Collaboration Agreement with Countryside Properties. Rate of invoices from Countryside Properties relate directly to rate of house-building which is variable and beyond our control. Target completion date is long stop date in Development Agreement and equates to four years from estimated planning approval.
PV192	Development Land on the North Side of Kings Hedges Road	P Doggett	176	124	128	4	(4)	0	Expenditure for the 2013/14 financial year was marginally higher than the estimate supplied by the managing agent.

## Customer Services &amp; Resources Portfolio / Strategy &amp; Resources Scrutiny Committee

## Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14		Final Budget 2013/14	Outturn	Variance - Outturn compared to Final Budget		Rephase Spend	Over / (Under) Spend		Variance Explanation / Comments
			£000	£000			£000	£000		£000	£000	
PV221b	Lion Yard - Contribution to Works - Phase 2	P Doggett	617	617	617	167	(450)	450	0			This is a scheme whereby we contribute 25% of the overall cost of the capital works at Lion Yard. The Phase 2 capital works were not completed during the 2013/14 financial year. The remaining budget therefore needs to be re-phased to the 2014/15 financial year.
PPV329	Corporate Document Management (DIP & EDRM)	J Nightingale	362	50	33	(17)	17	0				Delays in work being completed by a third party supplier means that some project activities will now be finalised during the 2014/15 financial year.
<b>Total Provisions</b>			<b>2,657</b>	<b>1,574</b>	<b>631</b>	<b>(943)</b>	<b>943</b>	<b>0</b>				
PR023	Admin Buildings Asset Replacement Programme	W Barfield	40	164	96	(68)	68	0				The Admin Buildings Asset Replacement work programme will be reviewed during the 2014/15 financial year following completion of new condition surveys.
PR024	Commercial Properties Asset Replacement Programme	W Barfield	432	82	111	29	(29)	0				The Commercial Properties Asset Replacement work programme will be reviewed during the 2014/15 financial year following completion of new condition surveys.

## Customer Services &amp; Resources Portfolio / Strategy &amp; Resources Scrutiny Committee

## Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14		Final Budget 2013/14	Outturn	Variance - Outturn compared to Final Budget		Rephase Spend	Over / (Under) Spend	Variance Explanation / Comments
			£000				£000	£000			
PR020	ICT Infrastructure Programme	J Nightingale	211	556	556	260	(296)	296	0	A major part of the programme has suffered from delays from third party suppliers and is being re-planned. The planned work was not completed by the end of March 2014, so a carry forward of budget of £296k to the 2014/15 financial year is requested.	
<b>Total Programmes</b>			<b>683</b>	<b>802</b>	<b>802</b>	<b>467</b>	<b>(335)</b>	<b>335</b>	<b>0</b>		
<b>Total for Customer Services &amp; Resources Portfolio</b>			<b>3,375</b>	<b>2,966</b>	<b>2,966</b>	<b>1,425</b>	<b>(1,541)</b>	<b>1,459</b>	<b>(82)</b>		

Changes between original and final budgets may be made in Appendix D to reflect:

- rephased capital spend from the previous financial year
- rephased capital spend into future financial periods
- approval of new capital programmes and projects

and are detailed and approved:

- in the June/July committee cycle (outturn reporting and carry forward requests)
- in September (as part of the Mid-Year Financial Review, MFR)
- in the January committee cycle (as part of the Budget Setting Report, BSR)
- via technical adjustments/virements throughout the year

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To: Executive Councillor for Finance & Resources

Report by: Director of Business Transformation

Relevant scrutiny committee: Strategy & Resources 14 July 2014

## **2013/14 Revenue and Capital Outturn, Carry Forwards and Significant Variances - General Fund - OVERVIEW**

### **Key Decision**

#### **1. Executive summary**

- 1.1 This report presents a summary of the 2013/14 outturn position (actual income and expenditure) for all portfolios, compared to the final budget for the year. The position for revenue and capital is reported and variances from budgets are highlighted. Explanations have been reported to individual Executive Councillors / Scrutiny Committees and are reproduced here.
- 1.2 Requests to carry forward funding arising from certain budget underspends into 2014/15 are identified.
- 1.3 It should be noted that outturn reports being presented in this Committee cycle reflect the reporting structures in place prior to the recent changes in Executive portfolios. In light of those changes (together with the requirement to report outturn on the basis of portfolios in place during 2013/14) members of all committees have been asked to consider the proposals to carry forward budgets and make their views known to Executive Councillor for Finance & Resources, for consideration at Strategy & Resources Scrutiny Committee prior to his recommendations to Council. As this report was published prior to completion of all the Scrutiny Committee meetings a list of all comments received will be published once available.
- 1.4 The outturn position for Housing Revenue Account (HRA) has been reported to Housing Scrutiny Committee and the Executive Councillor for Housing on 1 July 2014.

## **Revenue Outturn**

- 1.5 The 2013/14 final revenue budget for all portfolios is £21,276,170. The final outturn for the year is now £19,165,416 giving an overall under-spend of £2,110,754. Of this total under-spend requests for carrying forward budgets into the next financial year are being sought for £469,010, as detailed in Appendix C.

## **Capital Outturn**

- 1.6 The latest approved capital budget for all portfolios is £40,605,000. Actual expenditure on capital schemes and programmes during 2013/14 is £24,101,000 giving an overall under-spend of £16,504,000. Of this net underspend £15,828,000 is due to net slippage and Council approval is sought to rephase the required capital resources from 2013/14 into 2014/15 and future years.

## **2. Recommendations**

The Leader is recommended, taking account of the views of Executive Councillors and members of the Scrutiny Committees on the following proposals:

### **Revenue:**

- a) To agree which of the final carry forward requests, totalling £469,010, as detailed in Appendix C, are to be recommended to Council for approval, subject to the final outturn position.

### **Capital:**

- b) To seek approval from Council to carry forward (net) capital resources to fund re-phased capital spending of £15,828,000 as shown in Appendix D - Overview.  
(Note: this includes HRA £11,733,000)

## **3. Background**

### **Revenue Outturn**

- 3.1 The revenue budget for 2013/14, initially approved by Council on 21 February 2013, was considered in the January 2014 Committee cycle and revised as appropriate. The final outturn position for all portfolios, compared to final revenue budget, is presented in detail in Appendix A.

- 3.2 Explanations for the main variances from the final budget for 2013/14 have been reported to appropriate Executive Councillors / Scrutiny Committees and are reproduced as Appendix B.
- 3.3 Appendix C sets out the list of items, for all portfolios, for which approval is sought to carry forward unspent budget from 2013/14 to the next financial year, 2014/15.
- 3.4 A summary of the final revenue outturn position for all portfolios is shown below:

<b>2013/14 General Fund Revenue Summary</b>	<b>£</b>
Original Budget	20,560,460
Adjustments	715,710
<b>Final Budget</b>	<b>21,276,170</b>
Outturn	19,165,416
<b>Net Variation / underspend for the year on committees</b>	<b>(2,110,754)</b>
Carry Forward Requests:	469,010
<b>Net Variance on committees</b>	<b>(1,641,744)</b>
Capital / revenue Projects financed from revenue - rephasing	405,262
Other net variances	32,641
<b>Net Variance and reduced use of General Fund Reserves</b>	<b>(1,203,841)</b>

### **Capital Outturn**

- 3.5 All capital schemes were reviewed in detail in January 2014 and the Capital Plan amended to account for rephasing and anticipated over/underspends on individual schemes.
- 3.6 Appendix D - Overview summarises the final outturn position against 2013/14 final capital budgets. Explanations for the main variances from final budgets for 2013/14 have been reported to appropriate Executive Councillors / Scrutiny Committees and are reproduced as

Appendices D (General Fund Detail) and Appendix E (Housing). The net under-spend of £16,504,000 is mainly due to slippage.

- 3.7 The Capital Plan will be updated as necessary to reflect changes in the phasing of capital projects.

#### **4. Implications**

- 4.1 The net variance from final revenue budget, after approvals to carry forward £469,010 revenue budgets from 2013/14 into 2014/15 will result in a reduced use of General Fund reserves of £1,641,744. After Capital / revenue Projects financed from revenue rephasing and other variances the net overall variance and reduced use of General Fund Reserves is £1,203,841.
- 4.2 In relation to requests to carry forward either revenue or capital budgets into 2014/15 and future years the decisions made may have a number of implications. A decision not to approve a carry forward request will impact on officers' ability to deliver the service or scheme in question and this could have staffing, equal opportunities, environmental and/or community safety implications.

#### **5. Background papers**

These background papers were used in the preparation of this report:

- Reports for all Portfolios to the June 2014 Scrutiny Committee cycle

#### **6. Appendices**

- Appendix A - Revenue Budget 2013/14 - Outturn
- Appendix B - Revenue Budget 2013/14 - Major Variances from Final Revenue Budgets
- Appendix C - Revenue Budget 2013/14 - Carry Forward Requests
- Appendix D - Capital Budget 2013/14 - Outturn – Overview
- Appendix D - Capital Budget 2013/14 - Outturn – Detail (General Fund)
- Appendix E - Capital Budget 2013/14 - Outturn – Detail (HCIP)
- Appendix E - Notes to the Housing Capital Investment Plan (HCIP)

#### **7. Inspection of papers**

To inspect the background papers or if you have a query on the report please contact:

Author's Name:	Contact: John Harvey
Author's Phone Number:	Telephone: 01223 - 458143
Author's Email:	Email: john.harvey@cambridge.gov.uk

O:\accounts\Committee Reports & Papers\Strategy & Resources from July 2007\2014 June\Final\Overview\Overview 2013-14 - Outturn Report FINAL.doc



## General Fund Overview / Strategy &amp; Resources Scrutiny Committee

## Revenue Budget - 2013/14 Outturn

Committee / Portfolio	Original Budget £	Final Budget £	Outturn £	Variation Increase / (Decrease) £	Carry Forward Requests - see Appendix C £	Net Variance £
<b>Customer &amp; Community Services</b>						
Community Wellbeing	7,427,180	7,564,700	7,468,807	(95,893)	94,000	(1,893)
Public Places ( <i>moved from Environment</i> )	1,992,220	2,052,060	2,108,913	56,853	1,980	58,833
<b>Total Customer &amp; Community Services</b>	<b>9,419,400</b>	<b>9,616,760</b>	<b>9,577,720</b>	<b>(39,040)</b>	<b>95,980</b>	<b>56,940</b>
<b>Environment</b>						
Environmental & Waste Services	8,537,550	8,265,820	7,860,112	(405,708)	57,400	(348,308)
Planning & Climate Change	1,173,270	1,721,280	1,231,069	(490,211)	33,790	(456,421)
<b>Total Environment</b>	<b>9,710,820</b>	<b>9,987,100</b>	<b>9,091,181</b>	<b>(895,919)</b>	<b>91,190</b>	<b>(804,729)</b>
<b>Housing</b>						
Housing ( <i>moved from Customer &amp; Community Services</i> )	3,412,590	3,654,640	3,479,117	(175,523)	84,000	(91,523)
<b>Strategy &amp; Resources</b>						
Customer Services and Resources	(4,843,360)	(5,546,160)	(6,351,186)	(805,026)	180,520	(624,506)
Strategy	2,861,010	3,563,830	3,368,584	(195,246)	17,320	(177,926)
<b>Total Strategy &amp; Resources</b>	<b>(1,982,350)</b>	<b>(1,982,330)</b>	<b>(2,982,602)</b>	<b>(1,000,272)</b>	<b>197,840</b>	<b>(802,432)</b>
<b>Total Portfolios / Committees</b>	<b>20,560,460</b>	<b>21,276,170</b>	<b>19,165,416</b>	<b>(2,110,754)</b>	<b>469,010</b>	<b>(1,641,744)</b>
Capital Accounting Adjustments	(4,593,190)	(4,616,410)	(4,611,678)	4,732		4,732
Capital / Revenue Projects Expenditure Financed from Revenue	1,237,000	1,008,000	602,738	(405,262)	405,262	0
Contributions to Earmarked Reserves	1,294,530	1,730,670	1,687,610	(43,060)		(43,060)
Contributions to NNDR Earmarked Reserves			3,207,320	3,207,320		3,207,320
Contributions (from) Earmarked Reserves		(541,760)	(421,492)	120,268		120,268
Other			(31,699)	(31,699)		(31,699)
Contributions to/(from) Reserves	(713,280)	(897,000)	1,181,113	2,078,113	(874,272)	1,203,841
	<b>(2,774,940)</b>	<b>(3,316,500)</b>	<b>1,613,912</b>	<b>4,930,412</b>	<b>(469,010)</b>	<b>4,461,402</b>
<b>Net General Fund Spending</b>	<b>17,785,520</b>	<b>17,959,670</b>	<b>20,779,328</b>	<b>2,819,658</b>	<b>0</b>	<b>2,819,658</b>
<b>Financed by:</b>						0
Government Revenue Support Grant	(5,609,370)	(5,609,370)	(5,638,944)	(29,574)		0
NNDR	(3,731,760)	(3,861,760)	(6,649,966)	(2,788,206)		(29,574)
Other Government Grants:						(2,788,206)
New Homes Bonus	(2,085,290)	(2,085,290)	(2,085,283)	7		0
Other specific grants	(105,780)	(149,930)	(151,814)	(1,884)		7
Council Tax	(6,393,560)	(6,393,560)	(6,393,560)	0		(1,884)
Collection Fund (Surplus)/Deficit	140,240	140,240	140,239	(1)		0
<b>Total Financing</b>	<b>(17,785,520)</b>	<b>(17,959,670)</b>	<b>(20,779,328)</b>	<b>(2,819,658)</b>	<b>0</b>	<b>(1)</b>
<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Community Wellbeing / Community Services Scrutiny Committee

Revenue Budget 2013/14 - Major Variances  
from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount £	Contact
Arts & Events	<b>Arts &amp; Recreation</b> <b>Folk Festival</b> - The overspend is due to an underachievement on sponsorship income and lower than planned ticket sales for 2013 full festival tickets.	41,652	J Wilson
	<b>Outdoor Events</b> - The Arts Council grant for Tour de France arts project was received in 2013-14 of which £51,000 has been spent, a further £49,000 has been committed for delivery in 2014/15 and a request for a carry forward of that sum has been included to support those activities. Staffing and other budgets have been managed in the short term to contribute to wider issues elsewhere in the service	(105,937)	J Wilson
Business & Marketing	<b>City Centre Box Office</b> - Over achievement is due to the full retention of booking fees for Folk Festival ticket sales which were previously out at a ticket agent (due to investment in new ticketing software) and more people using new Box Office online system for Corn Exchange shows resulting in higher income levels.	(108,135)	N Jones
Cultural Facilities	<b>Corn Exchange Front of House</b> - This shortfall is partly due to insufficient staffing budget and also as a result of an increasing agency staff cost base that is irrecoverable from recharges to promoters. These issues are being addressed in 2014/15	62,220	S Bagnall
	<b>Corn Exchange Events</b> - Trading conditions continue to be challenging both in terms of ticket sales and availability of profitable product.	59,374	S Bagnall
Central Administration	<b>Central costs</b> - Staffing and other budgets have been managed in the short term to contribute to wider issues elsewhere in the service	(45,046)	D Kaye
Sport & Recreation	<b>Leisure Contract Client Costs</b> - Impact of budget for RPIX and Carbon Management savings being overstated in the second half of the year, following tender award to new contractor	50,772	I Ross
	<b>Central administration</b> - Savings in employees codes, with two staff off on maternity leave, and buildings maintenance budget through the rescheduling of planned maintenance works. Staffing and other budgets have been managed in the short term to contribute to wider issues elsewhere in the service	(77,182)	I Ross
Community Development Admin	<b>Community Development</b> Overspend due to restructuring of service and the subsequent redundancy costs - the majority of which have been met by various underspends across the service.	39,997	J Hanson
Community Centres	See £20,000 carry forward request for St Luke's Barn. The balance of underspends contribute to funding restructuring costs.	(55,205)	J Hanson
Grants	See £9,000 carry forward request for Growing City Grant. The balance of underspends contribute to funding restructuring costs.	(38,044)	J Hanson

## Customer Services & Resources Portfolio / Strategy & Resources Scrutiny Committee

### Revenue Budget 2013/14 - Major Variances from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount £	Contact
<b>Business Transformation</b> Finance - General	The main variance relates to credits reflecting a reduction in the impairments previously assessed on the Council's deposits with Heritable Bank and LBI. These result from an increase in the recovery percentage for Heritable and the likelihood of recovery of monies over a shorter period in respect of LBI.	(431,697)	Charity Main
General Properties and Grand Arcade	The underspend is mainly due to the receipt of backdated rental income following the completion of rent reviews and audits during the latter stages of the 2013/14 financial year.	(81,975)	Dave Prinsep
Cashiers	The variance relates to minor underspends on staffing and supplies and services costs. Ongoing savings have been built into the budgets from the 2014/15 financial year onwards.	(25,053)	Jonathan James
Customer Service Centre	The variance relates to minor underspends across a number of supplies and services budgets and a small underspend on employee costs due to staff turnover.	(43,820)	Jonathan James
<b>Customer and Community</b> Revenues and Benefits	The main variance is due to unspent Homelessness Prevention Funding of (£129,520) for which a carry forward of budget is requested (see Appendix C).	(122,813)	Alison Cole
<b>Environment</b> Land Charges and Searches	Increased income over and above revised budget set, due to buoyant market conditions; Land Charge requests for Full Search up by 23% on last year. A carry forward request to transfer £35,000 to top up the existing ringfenced reserve to assist with the future repayment of fees and charges related to the on-going litigation by Personal Search Companies is included in Appendix C.	(39,129)	Paul Boucher
<b>Support Services</b> Internal Audit	The temporary/agency staff costs that were incurred pending recruitment to the Senior Auditor vacant post were less than originally forecast.	(36,313)	Steve Crabtree
Human Resources	The underspend includes the balance of the organisational change budget of £21,190, which has been allocated to the Managers' Skills programme. The Managers' Skills programme has now been implemented and will be completed by the end of August 2014. A carry forward of budget of £16,000 is requested to complete the programme (see Appendix C). The remaining variance relates to minor supplies and services underspends.	(65,082)	Deborah Simpson
Legal Services	Income recovery from third parties was higher than target.	(22,696)	Simon Pugh

## Environmental & Waste Services Portfolio / Environment Scrutiny Committee

### Revenue Budget 2013/14 - Major Variances from Final Revenue Budgets

Cost Centre	Reason for Variance	Amount £	Contact
Street Cleaning	Employee costs have reduced whilst waiting for long term staff issues to be resolved. This is now complete and posts are currently being filled. Reduced overtime, vehicle and sub contractor costs have also contributed to the underspend.	(58,902)	B Carter
Trade Refuse	There is a significant over achievement of income from an increased number of contracts for Chargeable Household waste services. There is also a reduced expenditure on disposal costs as a result of less tonnage being landfilled and a one off reduction in the cost of landfill for Chargeable Household waste.	(163,178)	J Robertson
College/Bring Bank Recycling	Mainly attributable to an underspend on vehicle maintenance which will be reviewed for the 2014/15 budgets.	(25,099)	M Parsons
Recycling Strategy	There has been an over achievement of income due to an increase in tonnage recycled and an increase in the rate of recycling credit paid per tonne.	(61,637)	J Robertson
Refuse & Environment Operational Support	This is due to minor underspends on a range of budgets including relocation, stationery, postage, consultants and refreshments. These will be reviewed for the 2014/15 budgets.	(36,060)	Y O'Donnell
Head of Streets & Open Spaces	There is an underspend on training and a carry forward of £20,000 is requested to fund training for additional staff members	(20,000)	A Ash

## General Fund Housing Portfolio / Housing Committee

### Revenue Budget 2013/14 - Major Variances from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount £	Contact
<b>Customer &amp; Community Services - Housing Strategy, Development, Housing Advice, Private Sector Housing and Miscellaneous Housing</b>			
Homelessness Costs	Spending on bed and breakfast provision continued its previously upward trajectory in the early stages of 2013/14 and funding was vired from the CLG Homelessness Grant cost centre to meet the anticipated shortfall, putting other potential projects on hold as a result. The increased supply of new Affordable Housing; introduction of more alternative provision using both our own housing stock and some leased accommodation, reduced the need to use bed and breakfast provision inn the latter part of the year, resulting in an underspend against the final budget for the year. A carry forward request is being made to resurrect some of the projects that were not undertaken during 2013/14 as a result of the uncertainty in this area.	(51,321)	D Greening
Home Aid / Home Improvement Grants	Additional income was received in 2013/14, with £23k of small value grant and loan repayments being repaid to the authority by the clients. It is not possible to budget for this income as there may be no grant or loan repayments in any one year.	(28,711)	H Reed
CLG Homelessness Grant	Underspending in CLG Homelessness Grant for 2013/14, based on projects completed by 31st March 2014. Local authorities are free to carry over underspent sums between financial years. A carry forward of this external grant balance is requested, in line with delegations given to the Head of Strategic Housing, to allow use of the monies in line with CLG expectations and existing commitments in respect of homelessness prevention work and homeless support activity.	(17,869)	D Greening
Housing Strategy	Underspending in employee costs where vacant hours exist in the establishment, but have neither been recruited to nor utilised on a project basis during 2013/14.	(11,249)	J Hovells
Minor Variations		(6,227)	
<b>Total</b>		<b>(115,377)</b>	

## General Fund Housing Portfolio / Housing Committee

### Revenue Budget 2013/14 - Major Variances from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount £	Contact
<b>Environment - Refuse and Environment</b>			
Housing Standards	A delay in the appointment of the Empty Homes Officer post resulted in an underspend of £17,450 and the CPO budget has been underspent by £7,000 due to the time to take CPOs to committee. A request for the carry forward of these budgets to 2014/15 is included in Appendix C. The balance of £16,750 is split over many account codes within the Housing Standards.	(41,201)	
Miscellaneous Licensing - Housing	Due to an overachievement of HMO income of £10,023.	(10,186)	
Minor Variations		(8,759)	
<b>Total</b>		<b>(60,146)</b>	
<b>Total for Housing Portfolio / Community Services Scrutiny Committee</b>		<b><u>(175,523)</u></b>	

## Planning & Climate Change / Environment Scrutiny Committee

### Revenue Budget 2013/14 - Major Variances from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount £	Contact
Car Parks	<p><b>Environment - Parking Services</b></p> <p>The overall variance on the Parking Services budget results from a marginal improvement compared with forecast income (around 2%) and also from further savings of 1% of budgeted expenditure in the main car parks in the final quarter of the year.</p>	(71,364)	Paul Necus
Building Control Other	<p><b>Environment - Planning</b></p> <p>Minor underspends on salaries (due to vacant post), departmental support costs and supplies &amp; services.</p>	(24,894)	Patsy Dell
City Development	<p>The underspend is mainly due to a reduced recharge from the Business Support cost centre. The cost centre delivered an underspend which was returned to the users of the service and a high proportion was allocated to City Development (CD) as a primary user of that support service. The costs of Planning Online have also reduced and there is a potential saving of £7,500 next year. Reduced expenditure on staff recruitment costs resulted from a fairly stable year for the team in terms of recruitment. Application fee income is difficult to predict in CD, but was generally greater than expected. There was an under-achievement on the s106 monitoring budget, but fees have been adjusted to address this in 2014/15.</p>	(43,414)	Patsy Dell
New Neighbourhoods	<p>Over-achievement on major applications fee and pre-application income as a result of increased development activity, with a number of delayed strategic projects starting to move forward again, resulting in application fees being generated which had not been expected in this financial year. This has included NIAB1, following the signing of the S106 in December 2013 and Phase 2 Trumpington Meadows and the Pinks land on Cambridge East.</p>	(199,963)	Patsy Dell
Planning Policy	<p>Savings are already committed from this service area in 2015/16 when work on the local plan was anticipated to be reducing, taking the saving now will reduce the services ability to deliver on the local plan and on already committed savings. The underspend on salaries is due to posts being held vacant to achieve savings in 2015/16. The funding is still needed in 2014/15 to deliver on the local plan commitments, through use of temporary staff or consultants as needed. Maternity leave cover arrangements in 2013/14 were a two days per week SLA with Peterborough City Council rather than a full time appointment so delivered a salary saving for that year.</p>	(48,700)	Patsy Dell

## Planning & Climate Change / Environment Scrutiny Committee

### Revenue Budget 2013/14 - Major Variances from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount £	Contact
Urban Design & Conservation	Underspend relates principally to pro-active conservation work for which the funding is either committed or represents project work requested by members and still to be completed. A request to carry forward funding (£28,610) for these projects is included in Appendix C. There is also a one-off underspend in salary due to one officer moving to part-time work and additional income from work undertaken as part of a Planning Performance Agreement.	(52,716)	Patsy Dell
Taxicard Service	Underspend due to possible reduction in usage.	(25,869)	Patsy Dell



## Public Places / Community Services Scrutiny Committee

Revenue Budget 2013/14 - Major Variances  
from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount £	Contact
Cambridge Crematorium	<b>Environment - Bereavement Services</b>  A falling death rate has resulted in a reduction in income from cremations.	46,779	Paul Necus
River Frontage Management	<b>Environment - Open Space Management</b>  Provision for business rates from prior years (£27,000) has not been spent.	(27,965)	Adrian Ash
Environmental Projects	<b>Environment - Streets and Open Spaces</b>  Variance mainly due to additional external income, including Pre-Application and Planning Performance Agreements recharges.	(35,799)	Adrian Ash
Project Delivery	Overspend due to recruitment and relocation expense costs [£13k] and unsupported project costs [£8.5k]. Also due to additional resources needed for project delivery on non EIP schemes.	75,798	Adrian Ash

## Strategy Portfolio / Strategy &amp; Resources Scrutiny Committee

Revenue Budget 2013/14 - Major Variances  
from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount £	Contact
Corporate Strategy	Minor variances	(21,526)	A Limb
CCTV	Projects to install CCTV cameras were delayed and will now be carried out in 2014/15. As these projects are fully rechargeable there will be no effect on the 2014/15 (Shared Service) budget.	(52,780)	M Beaumont
Community Safety	Underspending in Community Safety results predominantly from under-utilisation of funding for Safer City Grants coupled with delays in organisations being awarded some of the grants making claims for the funding. In respect of the former, the ongoing budget was reduced as part of the 2014/15 budget process and in respect of the latter, the funding has been requested as a carry forward to allow commitments to be upheld in 2014/15. Funding for domestic violence co-ordination across the city was also underspent in 2013/14, with a request to carry this forward to meet any unavoidable costs associated with domestic violence and homicide on behalf of the Community Safety Partnership.	(39,614)	L Kilkelly
Central Provisions, Centrally allocated costs and Corporate & Democratic Services	Major variances include underspends of:  £25k due to reduced consultants and professional fees.  £31k Maternity Fund - the base budget provision of £168k was supplemented by £70k in the Budget-Setting Report, but demand on this fund (which is difficult to anticipate) has been less than the revised estimate.  £25k central overheads.	(81,326)	John Harvey
<b>Total</b>		<b>(195,246)</b>	

## Community Wellbeing / Community Services Scrutiny Committee

### Revenue Budget 2013/14 - Carry Forward Requests

#### Request to Carry Forward Budgets from 2013/14 into 2014/15

Item		Request £	Contact
	<b>Arts &amp; Recreation - External Events</b>		
1	Tour de France Art project: 2014/15 costs to be met from Arts Council grant received 2013/14	49,000	J Wilson
	<b>Arts &amp; Recreation - Leisure Contract Client Costs</b>		
2	Health and Wellbeing Swimming Initiatives for specific groups such as the disabled, BME groups and non-swimmers - adults & children which will be delivered in 2014/15	16,000	I Ross
	<b>Community Development:</b>		
	<b>Community Facilities (formerly St Luke's Community School):</b> Negotiations are currently underway regarding the withdrawal of the council's community access arrangements at St Luke's Barn. Although the council does not own the building it has an obligation to demolish and reinstate the ground should the Trustees request. The 12 month notice period given by the council ends in July 2014 when this amount will be required.		
3		20,000	J Hanson
	<b>Community Development Growing City Grant:</b> new communities have only just moved in to Southern Fringe so there has been a delay in community development activity and the generation of projects for grant funding.		
4		9,000	J Hanson
	<b>Total Carry Forward Requests for Community Wellbeing / Community Services Scrutiny Committee</b>	<b>94,000</b>	

**Customer Services & Resources Portfolio /  
Strategy & Resources Scrutiny Committee**

**Revenue Budget 2013/14 - Carry Forward Requests**

Request to Carry Forward Budgets from 2013/14 into 2014/15

Item	Reason for carry forward request	Carry Forward Requests £	Contact
1	<p><b>Revenues and Benefits</b> Request to carry forward unspent Homelessness Prevention funding of £129,520 to support Discretionary Housing Payments as outlined within the report to Strategy &amp; Resources Scrutiny Committee on 17 March 2014.</p>	129,520	Alison Cole
2	<p><b>Land Charges</b> Transfer of over-achieved fee income to top up existing earmarked reserve (existing balance £34,000) - to offset on-going litigation claim by Personal Search companies.</p>	35,000	Paul Boucher
3	<p><b>Human Resources</b> The HR service underspend includes the balance of a corporate budget earmarked to support organisational change and allocated to the Managers' Skills Programme. There is a request to carry forward £16,000 of the remaining budget of £21,190 to complete the programme. The Managers' Skills programme has been implemented and will be completed by the end of August 2014.</p>	16,000	Deborah Simpson
	<b>Total Carry Forward Requests for Customer Services &amp; Resources Portfolio</b>	<b>180,520</b>	

## Environmental & Waste Services Portfolio / Environment Scrutiny Committee

### Revenue Budget 2013/14 - Carry Forward Requests

Request to Carry Forward Budgets from 2013/14 into 2014/15

Item		Final Request £	Contact
1	Trade Refuse - carry forwards are requested within this cost centre and the Waste Development cost centre to fund a one year fixed term administrative post in 2014/15 to cover work, in particular the ISO accreditation work, which could not be progressed in 2013/14 due to a staff vacancy that had to go through the recruitment process twice in order to fill. This caused a delay with the post being vacant for six months.	12,000	J Robertson
2	Recycling Strategy - There was a delay in the appointment of the two year fixed post of recycling champion coordinator. Therefore a carry forward of the balance of the budget to 2014/15 is requested.	7,400	J Robertson
3	Waste Development - see trade refuse above.	18,000	J Robertson
4	Head of Streets and Open Spaces - a carry forward is requested to fund training for additional and new staff members	20,000	A Ash
<b>Total Carry Forward Requests for Environmental &amp; Waste Services Portfolio / Environment Scrutiny Committee</b>		<b>57,400</b>	

## General Fund Housing Portfolio / Housing Committee

### Revenue Budget 2013/14 - Carry Forward Requests

Request to Carry Forward Budgets from 2013/14 into 2014/15 and future years

Item		Request £	Contact
	<b>Director of Customer &amp; Community Services</b>		
1	Homelessness Costs - Funding was transferred into this cost centre during 2013/14 to meet the anticipated overspend in Bed and Breakfast expenditure. This meant putting other potential homelessness projects on hold. Action taken to reduce the increase in Bed and Breakfast costs was effective, and not all of the additional resource allowed was utilised. It is requested to carry forward a proportion of the under-spend to meet the cost of 3 specific projects. These are an additional grant to Cambridge Cyrenians of £5k for an older persons project, additional grant to Wintercomfort of £20k for the learning and development service and an increase in Assessment and Support Officer hours on a temporary basis to reduce registration waiting times on the housing register.	37,930	D Greening
2	CLG Homelessness Grants - Carry forward of these external grant balances are requested to allow existing commitments in respect of homelessness prevention work and support activity to be fully met. This grant is no longer ring-fenced, but local authorities are strongly encouraged to utilise the resource for the purpose it was awarded, with the Head of Strategic Housing having delegated authority to approve spending across the spending review period.	17,870	D Greening
	<b>Director of Environment</b>		
4	Housing Standards - Carry forward of the underspend within the Empty Homes Officer budget due to the delay in appointment of the two year fixed term contracted post.	17,450	Y O'Donnell
5	Housing Standards - Carry forward CPO revenue budget to continue to progress CPOs that did not progress in 2013/14.	7,000	Y O'Donnell
6	Energy Officer - Carry forward of funding into 2015/16 for the purchase of a thermal camera for which a budget was allocated in 2013/14. The goods were not delivered by 31/3 so a budget carry forward of £3,750 is requested.	3,750	Y O'Donnell
	<b>Total Carry Forward Requests for Housing Portfolio / Community Services Scrutiny Committee</b>	<b>84,000</b>	

## Planning & Climate Change / Environment Scrutiny Committee

### Revenue Budget 2013/14 - Carry Forward Requests

#### Request to Carry Forward Budgets from 2013/14 into 2014/15

Item		Final Request £	Contact
	<b>Director of Environment</b>		
1	Urban Design & Conservation - To complete the remaining priorities of the Pro-Active Conservation work programme.	15,990	Patsy Dell
2	Urban Design & Conservation - To complete the approved programme of works relating to the Historic Signage Project.	12,620	Patsy Dell
3	Green Deal - The start of the Home Energy Officer (Green Deal) fixed term post was delayed. The contract started in July 2013 not April 2013 as planned.	5,180	Jo Dicks
	<b>Total Carry Forward Requests for Planning &amp; Climate Change Portfolio / Environment Scrutiny Committee</b>	<b>33,790</b>	

## Public Places / Community Services Scrutiny Committee

### Revenue Budget 2013/14 - Carry Forward Requests

Request to Carry Forward Budgets from 2013/14 into 2014/15 and future years

Item		Final Request £	Contact
1	<p><b>Bereavement Services</b></p> <p>To complete an unfinished path in the gardens of remembrance. Initial works are complete but the contractor needs to provide the top dressing material.</p>	1,980	Tracy Lawrence
	<p><b>Total Carry Forward Requests for Public Places Portfolio / Environment Scrutiny Committee</b></p>	1,980	



## Strategy Portfolio / Strategy & Resources Scrutiny Committee

### Revenue Budget 2013/14 - Carry Forward Requests

Request to Carry Forward Budgets from 2013/14 into 2014/15 and future years

Item		Amount £	Contact
	<b>Director of Customer &amp; Community Services</b>		
1	Carry forwards are requested in respect of grants awarded in 2013/14 for Footpath Lighting in Derby Road / Flamsteed Road (£5,000) and the North City Girl's Group (£2,960), where payments were not claimed by March 2014, but where the recipient will be expecting to receive the funding once the project reaches an appropriate stage.	7,960	L KilKelly
2	A carry forward of funding for domestic violence co-ordination work is requested to meet any costs arising from domestic violence and homicide on behalf of the Community Safety Partnership.	6,160	L KilKelly
3	A carry forward is requested in respect of the balance of funding for training and facilitation of the Neighbourhood Resolution Panel Volunteers, where a small outlay is ensuring that input is appropriately made by a number of volunteers in this key area.	3,200	L KilKelly
	<b>Total Carry Forward Requests for Strategy Portfolio / Strategy &amp; Resources Scrutiny Committee</b>	<b>17,320</b>	

## Appendix D - Overview

### Overview (Committees and Housing Capital Investment Plan) / Strategy & Resources Scrutiny Committee

#### Capital Budget 2013/14 - Outturn

Committee	Original Budget £000	Final Budget £000	Outturn £000	Variance £000	Rephase £000	Over / (Under) Spend £000
<b>Community Services:</b>						
Community Wellbeing	2,859	1,895	1,410	(485)	452	(33)
Public Places ( <i>moved from Environment</i> )	2,443	2,310	1,505	(805)	820	15
<b>Total Community Services</b>	<b>5,302</b>	<b>4,205</b>	<b>2,915</b>	<b>(1,290)</b>	<b>1,272</b>	<b>(18)</b>
<b>Environment:</b>						
Environmental & Waste Services	2,041	1,568	1,080	(488)	410	(78)
Planning & Climate Change	2,359	1,566	1,081	(485)	484	(1)
<b>Total Environment</b>	<b>4,400</b>	<b>3,134</b>	<b>2,161</b>	<b>(973)</b>	<b>894</b>	<b>(79)</b>
<b>Housing</b>						
Housing ( <i>moved from Customer &amp; Community Services</i> )	575	75	42	(33)	34	1
<b>Strategy &amp; Resources:</b>						
Customer Services and Resources	3,375	2,966	1,425	(1,541)	1,459	(82)
Strategy	0	469	36	(433)	436	3
<b>Total Strategy &amp; Resources</b>	<b>3,375</b>	<b>3,435</b>	<b>1,461</b>	<b>(1,974)</b>	<b>1,895</b>	<b>(79)</b>
<b>Total Committees</b>	<b>13,652</b>	<b>10,849</b>	<b>6,579</b>	<b>(4,270)</b>	<b>4,095</b>	<b>(175)</b>
Housing Revenue Account (HRA)	26,889	28,840	16,674	(12,166)	11,733	(433)
General Fund Housing	765	916	848	(68)	0	(68)
<b>Total for Housing Capital Investment Programme</b>	<b>27,654</b>	<b>29,756</b>	<b>17,522</b>	<b>(12,234)</b>	<b>11,733</b>	<b>(501)</b>
<b>Total Capital Plan</b>	<b>41,306</b>	<b>40,605</b>	<b>24,101</b>	<b>(16,504)</b>	<b>15,828</b>	<b>(676)</b>

Changes between original and final budgets may be made to reflect:

- rephased capital spend from the previous financial year
- rephased capital spend into future financial periods
- approval of new capital programmes and projects

and are detailed and approved:

- in the June/July committee cycle (outturn reporting and carry forward requests)
- in September (as part of the Mid-Year Financial Review, MFR)
- in the January committee cycle (as part of the Budget Setting Report, BSR)
- via technical adjustments/virements throughout the year

## Community Wellbeing Portfolio / Community Services Scrutiny Committee

## Appendix D

### 2013/14 Capital Budget Position (£ '000s)

Capital Ref	Description	Lead Officer	Original Budget 2013/14	Final Budget 2013/14	Outturn	Variance - Outturn compared to Final Budget	Re-phase Spend	Over / (Under) Spend	Variance Explanation / Comments
SC361	Disabled Access and Facilities - Guildhall Halls	S Bagnall	55	45	28	(17)	0	(17)	Expenditure on hearing enhancement system and stage access June 2014. Improved access via Guildhall Place has not been resolved and funding will be returned to Reserves
SC446	Pye's Pitch Rec Facilities (S106)	I Ross	73	18	4	(14)	5	(9)	Final works anticipated Q2 2014/15
SC447	King George V Rec Ground (consolidated) (S106)	T Woollams	0	16	17	1	0	1	Project Complete.
SC450	Changing Facilities at Cherry Hinton Village Centre (S106)	I Ross	2	2	2	0	0	0	Project Complete.
SC460	Kings Hedges Learners Pool Electricity	I Ross	20	10	0	(10)	10	0	Working up with Splashpad project to provide new power feed to splashpad features.
SC476	Water Play Area Abbey Paddling Pool (S106)	I Ross	130	122	0	(122)	122	0	Contractors onsite creating a new splashpad - completed April 2014
SC477	Coleridge Paddling Pool Enhancement (S106)	I Ross	90	97	0	(97)	97	0	Contractors onsite creating a new splashpad to be complete June 2014

Community Wellbeing Portfolio / Community Services Scrutiny Committee

Appendix D

2013/14 Capital Budget Position (£ '000s)

Capital Ref	Description	Lead Officer	Original Budget 2013/14	Final Budget 2013/14	Outturn	Variance - Outturn compared to Final Budget	Re-phase Spend	Over / (Under) Spend	Variance Explanation / Comments
SC478	Water Play Area Kings Hedges "Pulley" (S106)	I Ross	130	122	0	(122)	122	0	Contractors onsite creating a new splashpad to be complete June 2014
SC479	Jesus Green Tennis Court (S106)	A Preston	0	3	0	(3)	0	(3)	Project complete
SC482	Hobbs Pavilion Refurbishment (S106)	I Ross	30	34	15	(19)	10	(9)	Minor improvements and additions carried out for extended use of multipurpose room out of season - final works to be completed shortly with the remaining allocated funds being returned to Section 106 funds
SC522	New Sound Equipment at Cambridge Corn Exchange	D Kaye	200	160	167	7	0	7	Project Complete.
SC545	Parkside Pool Variable Speed Drive	I Ross	0	9	9	0	0	0	Project Complete.
SC556	Arbury Community Centre (S106)	T Woollams	80	80	80	0	0	0	Project Complete.
SC560	Guildhall & Corn Exchange Cap Schemes RO AR9	S Bagnall	150	70	19	(51)	51	0	Guildhall Kitchen project underway - awaiting listed building consent. Significant Corn Exchange project elements were refused listed building consent. Alternative schemes are now being worked up.

## Community Wellbeing Portfolio / Community Services Scrutiny Committee

## Appendix D

### 2013/14 Capital Budget Position (£ '000s)

Capital Ref	Description	Lead Officer	Original Budget 2013/14	Final Budget 2013/14	Outturn	Variance - Outturn compared to Final Budget	Re-phase Spend	Over / (Under) Spend	Variance Explanation / Comments
SC563	Corn Exchange Heating Mgt System	S Bagnall	20	20	0	(20)	20	0	Work now complete awaiting results of commissioning.
SC578	Box Office Ticketing Software	N Jones	0	64	77	13	(13)	0	Two year payment plan for new Corn Exchange Box Office system. 2nd lump sum due to contractor in July 2014. Budget rephased back into 2013/14 from 2014/15
SC582	Corn Exchange Front of House Toilets	S Bagnall	0	53	53	0	0	0	Project Complete.
	Active Communities Small Projects (under £15k) (S106)	A Preston	0	0	2	2	0	2	To be funded from Section 106
	<b>Total Projects</b>		<b>980</b>	<b>925</b>	<b>473</b>	<b>(452)</b>	<b>424</b>	<b>(28)</b>	
PV526	Clay Farm Community Centre - Phase 1 (S106)	A Carter	471	118	337	219	(219)	0	This budget and cost is for the design stage of the new Centre.
	<b>Total Provisions</b>		<b>944</b>	<b>118</b>	<b>337</b>	<b>219</b>	<b>(219)</b>	<b>0</b>	
PR025	New Town Community Development Capital Grants Programme (S106)	T Woollams	69	20	0	(20)	20	0	£20k allocated to Rock Road Library - completion will slip into April. Community Services Scrutiny 10 Oct 2013 agreed to end programme and distribute remaining funds to Area Committee devolved budgets

Community Wellbeing Portfolio / Community Services Scrutiny Committee

Appendix D

2013/14 Capital Budget Position (£ '000s)

Capital Ref	Description	Lead Officer	Original Budget 2013/14	Final Budget 2013/14	Outturn	Variance - Outturn compared to Final Budget	Re-phase Spend	Over / (Under) Spend	Variance Explanation / Comments
PR026	Community Development Grants Programme (S106)	T Woollams	300	366	266	(100)	100	0	£100k allocated to Stanesfield Scout Hut, completion will slip into 2014/15. Community Services Scrutiny 10 Oct 2013 agreed to end future programme and distribute remaining funds to Area Committee devolved budgets
PR030c	Installation of Adult Gym Equipment next to Ditton Fields Play Area (S106)	I Ross	30	30	29	(1)	0	(1)	Project Complete.
PR031b	BMX track next to Brown's Field Community Centre (S106)	A Wilson	30	30	1	(29)	29	0	A further report and reappraisal of the scheme is required for Area Committee in July. A further consultation is required post election and further exploration of mitigation measures needed.
PR031c	Improvements to Nun's Way Skate Park (S106)	A Wilson	65	65	9	(56)	56	0	Work has now commenced following consultation and planning approval. Rephasing is therefore required for the scheme to be delivered in 2014/15
PR032a	Conversion of Hanover Court/Princess Court Laundry into Community Meeting Space (S106)	T Woollams	100	100	98	(2)	2	0	All construction works now complete, credit from contractors to follow. Remaining amount to be spent on equipment.
PR032b	Trim Trail/Outdoor Fitness Equipment at Nightingale Ave Rec I (S106)	I Ross	30	30	30	0	0	0	Project Complete.

## Community Wellbeing Portfolio / Community Services Scrutiny Committee

## Appendix D

### 2013/14 Capital Budget Position (£ '000s)

Capital Ref	Description	Lead Officer	Original Budget 2013/14	Final Budget 2013/14	Outturn	Variance - Outturn compared to Final Budget	Re-phase Spend	Over / (Under) Spend	Variance Explanation / Comments
PR032d	Cherry Hinton Community Centre - Stage 1 (at Cherry Hinton Library) (S106)	T Woollams	9	9	11	2	0	2	Additional £2k of S106 funding approved Sept 13. Project now complete.
PR033d	Community meeting space at Centre 33 (S106)	T Woollams	12	12	12	0	0	0	Project Complete.
PR033e	Great St Mary's Church Development (S106)	T Woollams	0	50	50	0	0	0	Project Complete.
PR034g	Grant for extension to St Andrew's Hall to provide a dedicated space for a community cafe (S106)	T Woollams	140	40	0	(40)	40	0	Tenders for contracts came in higher than originally anticipated, St Andrews renegotiated with contractors which pushed back start date to 2014/15.
PR034h	Grant to the Cherry Trees Centre Refurbishment (S106)	T Woollams	50	50	44	(6)	0	(6)	Project Complete. Remaining £6k to be distributed to area committee devolved budgets
PR034i	Grant to the Centre at St Paul's Development - Phase 3 (S106)	T Woollams	50	50	50	0	0	0	Project Complete.
<b>Total Programmes</b>			<b>935</b>	<b>852</b>	<b>600</b>	<b>(252)</b>	<b>247</b>	<b>(5)</b>	
<b>Total for Community &amp; Wellbeing</b>			<b>2,859</b>	<b>1,895</b>	<b>1,410</b>	<b>(485)</b>	<b>452</b>	<b>(33)</b>	

## Customer Services &amp; Resources Portfolio / Strategy &amp; Resources Scrutiny Committee

## Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14		Final Budget 2013/14		Outturn	Variance - Outturn compared to Final Budget		Rephase Spend	Over / (Under) Spend	Variance Explanation / Comments
			£000	£000	£000	£000		£000	£000			
SC586	Wide Area Network Project	T Allen	0	36	7	(29)	0	29	0	0	Project is on target for completion by the end of the 2014/15 financial year.	
SC579	Office Accommodation Strategy	F Barratt	0	231	124	(107)	107	0	0	Budget of £107k needs to be re-phased to the 2014/15 financial year to reflect the adjusted schedule for refurbishment of the Guildhall reception and Mandela House training room. Project overall remains on target to vacate Lion House at the termination of the Lease on 5 September 2014. The separation works required to facilitate the letting of the Annexe at the Guildhall are estimated to start towards the end of 2014 with rental income coming on stream as scheduled in 2016/17.		
SC580	Electoral Services Software	G Clift	0	25	0	(25)	0	(25)	(25)	Scheme completed. Following a procurement agreement with Fenland District Council, a decision has been made to retain the existing software provider. There is no need for the initial capital outlay required when changing supplier.		
SC508	E-Benefits	A Cole	0	5	2	(3)	0	(3)	(3)	Scheme completed. There will be no further expenditure on this scheme.		
SC552	Localisation of Council Tax - Implementation Costs	A Cole	0	11	1	(10)	10	0	0	The project is now scheduled to be completed in the 2014/15 financial year. The remaining budget of £10k is required for final project management/support costs.		
SC391	La Mimosa Punting Station	P Doggett	0	10	8	(2)	2	0	0	Final installation of the pontoon was delayed for a number of external reasons. Installation is due to take place during June/July 2014 when the balancing sum of £2k will be paid.		



## Customer Services &amp; Resources Portfolio / Strategy &amp; Resources Scrutiny Committee

## Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14		Final Budget 2013/14		Outturn		Variance - Outturn compared to Final Budget		Rephase Spend	Over / (Under) Spend	Variance Explanation / Comments
			£000	£000	£000	£000	£000	£000	£000	£000			
SC335	Customer Access Strategy - IT Workstream	J James	0	20	0	20	0	0	(20)	0	(20)	Scheme completed. There will be no further expenditure on this scheme.	
SC538	Information Kiosks to be Installed in Local Area	J James	0	25	26	25	26	1	0	0	1	Scheme completed. Minor overspend of £1k has been financed from the Customer Service Centre's repairs and renewals fund.	
SC555	Siemens Maintenance Contract	J James	0	67	33	67	33	(34)	2	0	(32)	Budget of £2k is required for final scheme costs. The remaining budget of £32k is not required as the switchboard replacement element of the project will not take place due to software incompatibility issues.	
SC587	Telephone Payments Upgrade and Online Payments Content Management System (CMS)	J James	0	27	10	27	10	(17)	17	0	0	Online payments installation was completed in March 2014. Telephone payments upgrade is scheduled to take place during June/July 2014.	
SC559	CBid Software	K Jay	0	3	0	3	0	(3)	0	0	(3)	Scheme completed. There will be no further expenditure on this scheme.	
SC429	Telephony System Upgrade	J Nightingale	35	0	0	0	0	0	0	0	0	Budget of £35k has been re-phased to the 2014/15 financial year.	
SC541	Corporate PC Replacement Programme	J Nightingale	0	116	116	116	116	0	0	0	0	Scheme completed.	

## Customer Services &amp; Resources Portfolio / Strategy &amp; Resources Scrutiny Committee

## Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14		Final Budget 2013/14		Outturn		Variance - Outturn compared to Final Budget		Rephase Spend	Over / (Under) Spend	Variance Explanation / Comments
			£000		£000		£000		£000				
SC362	Lighting and Power in Committee Rooms	J Stocker	0	14	0	14	0	0	(14)	14	0		Lighting design has been completed. However, the type of lighting fittings that have been suggested do not meet the Listing Officer's requirement for bronze coloured lighting fittings.  When the bronze coloured lighting fittings have been sourced, Members' approval will need to be obtained before commencement of the installation.
<b>Total Projects</b>			<b>35</b>	<b>590</b>	<b>327</b>	<b>181</b>	<b>(263)</b>	<b>(82)</b>					
PV554	Development of Land at Clay Farm	A Carter	1,502	783	303	480							The costs incurred are in respect of the Collaboration Agreement with Countryside Properties. Rate of invoices from Countryside Properties relate directly to rate of house-building which is variable and beyond our control. Target completion date is long stop date in Development Agreement and equates to four years from estimated planning approval.
PV192	Development Land on the North Side of Kings Hedges Road	P Doggett	176	124	128	(4)							Expenditure for the 2013/14 financial year was marginally higher than the estimate supplied by the managing agent.

## Customer Services &amp; Resources Portfolio / Strategy &amp; Resources Scrutiny Committee

## Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14		Final Budget 2013/14	Outturn	Variance - Outturn compared to Final Budget		Rephase Spend	Over / (Under) Spend		Variance Explanation / Comments
			£000	£000			£000	£000		£000	£000	
PV221b	Lion Yard - Contribution to Works - Phase 2	P Doggett	617	617	617	167	(450)	450	0	0	This is a scheme whereby we contribute 25% of the overall cost of the capital works at Lion Yard. The Phase 2 capital works were not completed during the 2013/14 financial year. The remaining budget therefore needs to be re-phased to the 2014/15 financial year.	
PPV329	Corporate Document Management (DIP & EDRM)	J Nightingale	362	50	33	(17)	17	0	0	0	Delays in work being completed by a third party supplier means that some project activities will now be finalised during the 2014/15 financial year.	
<b>Total Provisions</b>			<b>2,657</b>	<b>1,574</b>	<b>631</b>	<b>(943)</b>	<b>943</b>	<b>0</b>	<b>0</b>	<b>0</b>		
PR023	Admin Buildings Asset Replacement Programme	W Barfield	40	164	96	(68)	68	0	0	0	The Admin Buildings Asset Replacement work programme will be reviewed during the 2014/15 financial year following completion of new condition surveys.	
PR024	Commercial Properties Asset Replacement Programme	W Barfield	432	82	111	29	(29)	0	0	0	The Commercial Properties Asset Replacement work programme will be reviewed during the 2014/15 financial year following completion of new condition surveys.	

## Customer Services &amp; Resources Portfolio / Strategy &amp; Resources Scrutiny Committee

## Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14	Final Budget 2013/14	Outturn	Variance - Outturn compared to Final Budget	Rephase Spend	Over / (Under) Spend	Variance Explanation / Comments
			£000	£000	£000	£000	£000	£000	
PR020	ICT Infrastructure Programme	J Nightingale	211	556	260	(296)	296	0	A major part of the programme has suffered from delays from third party suppliers and is being re-planned. The planned work was not completed by the end of March 2014, so a carry forward of budget of £296k to the 2014/15 financial year is requested.
<b>Total Programmes</b>			<b>683</b>	<b>802</b>	<b>467</b>	<b>(335)</b>	<b>335</b>	<b>0</b>	
<b>Total for Customer Services &amp; Resources Portfolio</b>			<b>3,375</b>	<b>2,966</b>	<b>1,425</b>	<b>(1,541)</b>	<b>1,459</b>	<b>(82)</b>	

Changes between original and final budgets may be made in Appendix D to reflect:

- rephased capital spend from the previous financial year
- rephased capital spend into future financial periods
- approval of new capital programmes and projects

and are detailed and approved:

- in the June/July committee cycle (outturn reporting and carry forward requests)
- in September (as part of the Mid-Year Financial Review, MFR)
- in the January committee cycle (as part of the Budget Setting Report, BSR)
- via technical adjustments/virements throughout the year

**Environmental & Waste Services Portfolio / Environment Scrutiny Committee**  
**Capital Budget 2013/14 - Outturn**

Capital Ref	Description	Lead Officer	Original Budget £000	Final Budget £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC423	Recycling Bins for Flats	J Robertson	0	25	29	4	0	4	Slightly overspent as more flats than anticipated needed changing to commingled bins.
SC531	In Cab Technology for Trade Waste Service	M Parsons	50	38	28	(10)	10	0	Phase 3 - deployment to Trade vehicles is completed. The remaining funding is set aside for systems integration. This cannot proceed until we are clear on the waste shared service project plan and the future use of the Contender system
SC566	Rapid Response Team - Vehicle & Equipment	A Ash	75	75	72	(3)	0	(3)	Project is complete - Vehicle, trailer and equipment delivered November 2013. Rapid Response Team now fully operational
SC567	Purchase of Street Cleansing Vehicles & Plant	B Carter	70	70	42	(28)	28	0	The vehicle was ordered but not delivered as at 31/03/14 and as a result a re-phase of the remaining budget is requested.
SC585	Fleetmaster Software	M Parsons	0	15	15	0	0	0	New Fleet Management system live from 24/3/2014. Project spend complete under terms of contract. Interface with Oracle currently in testing. Some IT teething issues to overcome and then proceed to operational handover.
<b>Total Projects</b>			<b>195</b>	<b>223</b>	<b>186</b>	<b>(37)</b>	<b>38</b>	<b>1</b>	
PR016	Public Conveniences	B Carter	778	337	74	(263)	263	0	A significant delay to the completion of the Lion Yard Refurbishment project, caused primarily by design and implementation issues, has led to this underspend. The work was originally programmed to be complete by 31st March 2014, but was finally completed two months behind programme. The underspend is also requested to be carried forward to 2015/16, based on the programme for delivery of the Silver St Toilet Project that is not planned to commence construction until the autumn of 2015.
<b>Total Provisions</b>			<b>778</b>	<b>337</b>	<b>74</b>	<b>(263)</b>	<b>263</b>	<b>0</b>	

## Environmental &amp; Waste Services Portfolio / Environment Scrutiny Committee

## Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget £000	Final Budget £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
PR017	Vehicle Replacement Programme	D Cox	864	805	635	(170)	90	(80)	Three vehicles were ordered but not delivered in 13/14 so a budget rephase of £90k to 2014/15 is requested. A total underspend of £80k has resulted on purchases of all other vehicles.
PR028	Litter Bin Replacement Programme	B Carter	125	138	119	(19)	19	0	Phase two of 4 year programme completed
PR035	Waste & Recycling Bins - New Developments (S106)	J Robertson	79	65	66	1	0	1	
<b>Total Programmes</b>			<b>1,068</b>	<b>1,008</b>	<b>820</b>	<b>(188)</b>	<b>109</b>	<b>(79)</b>	
<b>Total for Environmental &amp; Waste Services Portfolio</b>			<b>2,041</b>	<b>1,568</b>	<b>1,080</b>	<b>(488)</b>	<b>410</b>	<b>(78)</b>	

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  - approval of new capital programmes and projects
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  - in the January committee cycle (as part of the Budget Setting Report, BSR)
  - via technical adjustments/virements throughout the year

## General Fund Housing Portfolio / Housing Committee

## Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget £000	Final Budget £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
PV163	Compulsory Purchase Orders (CPOs)	R Ray	400	0	0	0	0	0	CPO action on 3 properties is currently being pursued. There is a statutory requirement to ensure that funds are available if we choose to compulsory purchase properties
PV166	HMOs - Management Orders	R Ray	50	0	0	0	0	0	No HMO Interim Management Orders are being considered at present. There is a statutory requirement to ensure that funds are available if we decide to serve Management orders on HMO landlords
PV174	Property Accreditation Scheme	R Ray	25	7	8	1	0	1	Scheme Complete
PV527	Energy efficiency Improvements to private sector housing	J Dicks	0	48	23	(25)	25	0	The City Council has fully funded a limited number of installations, prioritising those originally allocated funding in conjunction with CERT who missed out this, has accounted for 23K of spend in this financial year. There is now diminishing demand for this work and Exec. Cllr for Housing has directed that the remaining funding be targeted at exemplar Green Deal retrofits to a number of properties identified through the Green Deal Pioneer Places Project. Three properties have now been identified and the work quoted for but following work to ensure the legality of the selection process completion is now unlikely before the end of June 2014

## General Fund Housing Portfolio / Housing Committee

## Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget £000	Final Budget £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
PV529	Upgrade facilities at 125 Newmarket Road	D Greening	100	20	11	(9)	9	0	Work to upgrade the facilities at 125 Newmarket Road is now underway, but will not be complete until 2014/15 when the remainder of the 120,000 total budget is allocated. Rephasing of the balance of resource identified in 2013/14 is required to facilitate completion of the project.
<b>Total Provisions</b>			<b>575</b>	<b>75</b>	<b>42</b>	<b>(33)</b>	<b>34</b>	<b>1</b>	
<b>Total for Housing</b>			<b>575</b>	<b>75</b>	<b>42</b>	<b>(33)</b>	<b>34</b>	<b>1</b>	

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  - rephased capital spend into future financial periods
  - approval of new capital programmes and projects
- and are detailed and approved:
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  - in September (as part of the Mid-Year Financial Review, MFR)
  - in the January committee cycle (as part of the Budget Setting Report, BSR)
  - via technical adjustments/virements throughout the year



## Planning and Climate Change Portfolio / Environment Scrutiny Committee

## 2013/14 Capital Budget Position

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC416	UNiform e-consultee Access Module	P Boucher	10	0	0	0	0	0	Scheme c/f to 2014/15 - as dependent upon IDOX DMS Upgrade to V4. See SC417.
SC417	Development of UNiform System	P Boucher	6	6	9	3	(3)	0	Project completed. Overspend of £3k relating to data conversion costs to be met from SC416 Uniform e-consultee project funding (as same funding).
SC505	Land Explorer Software/3D Modelling ESRI	G Richardson	10	0	3	3	(3)	0	Project complete. Balance of project funding in 2014/15.
SC506	Replacement Grand Arcade Car Park Pay on Foot Machines	S Cleary	383	347	264	(83)	83	0	Main installation was in Oct 2013. Contractual issues currently being resolved and anticipated completion date of full installation now June 2014.
SC516	Relocation Grand Arcade Car Park Control Room	S Cleary	0	1	0	(1)	0	(1)	Project complete.
SC535	Repairs to Grafton West Car Park	S Cleary	150	180	166	(14)	14	0	Refurbishment is complete. Decision ref CCTV integration to be confirmed alongside budget allocation.
SC557	Grand Arcade Annex Car Park - Drainage Gulleys	S Cleary	52	52	52	0	0	0	Project complete.
SC569	Topographical Survey of Multi-Storey Car Parks	P Necus	30	25	17	(8)	8	0	Final surveys received, reviewing with City Architect to check before approving payment of invoices
SC570	Essential Structural/Holding Repairs - Park Street Multi-Storey car park	S Cleary	100	139	131	(8)	8	0	Year 1 of 3 year project complete. Meeting planned with project manager & contractor to arrange year 2 schedule of works.
SC571	Procurement of IT System to Manage Community Infrastructure Levy	S Saunders	20	0	0	0	0	0	Budget rephased to 2014/15.

## Planning and Climate Change Portfolio / Environment Scrutiny Committee

## 2013/14 Capital Budget Position

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC577	Underground Investigations at Park St Multi Storey Car Park	P Necus	165	60	57	(3)	3	0	Works complete, however £2k retention payable in October 2014.
	<b>Total Projects</b>		<b>926</b>	<b>810</b>	<b>699</b>	<b>(111)</b>	<b>110</b>	<b>(1)</b>	
PR014	Environmental Safety Fund	D Foley- Norman	16	0	0	0		0	Funding transferred to SC584 Parker's Piece Lighting Project (Public Places portfolio)
	<b>Total Programmes</b>		<b>16</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
PV007	Cycleways	A Preston	350	186	103	(83)	83	0	Final costs for Downham's Lane were lower than expected, accounting for underspend of £23k. Delivery of the Jesus Green Footpath works delayed pending County Council completion of bridge maintenance works and will now progress once the adjacent drainage works have been completed. Legal advice being sought over optimum means of procuring works.

## Planning and Climate Change Portfolio / Environment Scrutiny Committee

## 2013/14 Capital Budget Position

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
PV018	Bus Shelters	A Preston	192	250	119	(131)	131	0	Contractor performance has delayed the delivery of this project. Issues with quality of installation and bench heights have taken time to deal with, but are being rectified at the Contractors cost and payment is being held back until it is resolved. Utilities locations have limited the number of new sites that are feasible, but consultation is underway for those that are, which is leading to objections from adjacent residents. Both of these issues were identified as key risks to the project.
PV033B	Street Lighting	A Preston	40	0	0	0	0	0	Budget rephased to 2014/15.
PV532	Cambridge City 20mph Zones Project	P Dell	350	153	109	(44)	44	0	Implementation of works in the first phase (North area) commenced in March 2014 and is nearing completion (at end April). The results of public consultation on including Victoria Road are to be considered imminently by North Area Committee. Public and stakeholder consultation results for phase two (East area) were considered by Area Committee on 10 April, where it was resolved to support the inclusion on Cherry Hinton Rd - but not Coldhams Lane.

## Planning and Climate Change Portfolio / Environment Scrutiny Committee

## 2013/14 Capital Budget Position

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
PV549	City Cycle Park	A Preston	485	167	51	(116)	116	0	Delays to the approval of four significant areas of proposed on-street cycle parking has pushed completion beyond March 2014. Construction work has commenced and is forecast to complete by end June 2014.
<b>Total Provisions</b>			<b>1,417</b>	<b>756</b>	<b>382</b>	<b>(374)</b>	<b>374</b>	<b>0</b>	
<b>Total for Planning and Climate Change</b>			<b>2,359</b>	<b>1,566</b>	<b>1,081</b>	<b>(485)</b>	<b>484</b>	<b>(1)</b>	

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## Public Places Portfolio / Community Services Scrutiny Committee

## Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC234	Histon Road Cemetery Landscaping (S106)	A Wilson	0	5	1	(4)	0	(4)	Project Complete. Planting works completed March 2014.
SC379	Mercury Abatement	T Lawrence	0	0	29	29	0	29	Project complete. Spend was for retention.
SC410	Mill Road Cemetery	A Wilson	25	25	1	(24)	24	0	The interpretation boards are now complete. The final component of the project is the excavation of the old chapel foundations and this is programmed for late summer 2014.
SC432	Mill Road Cemetery Memorial Artwork (S106)	A Preston	12	44	52	8	0	8	Project Complete. Artwork was installed in the cemetery during the weekend of 8th/9th February. Opening Ceremony took place 22nd/23rd weekend.
SC456	Coldhams Common Local Nature Reserve (LNR) (S106)	G Belcher	18	4	1	(3)	3	0	Consultation report complete. Draft Management Plan will be prepared for July Environment Scrutiny Committee for approval to go to second stage of consultation. Works and final spend resulting from new management plan complete by November 2014.

## Public Places Portfolio / Community Services Scrutiny Committee

## Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC468	Vie Play Area (S106)	A Wilson		0	21	21	0	21	Consult local Members and residents on the possible location of the surplus play area equipment (originally purchased for the Vie site but no longer needed there) at other local play areas in North Area). See in conjunction with the underspend at SC469
SC469	Vie Public Open Space (S106)	A Wilson	26	35	2	(33)	33	0	Consult local residents on the details of the trim trail to be installed on the Vie Open Space, given that the earlier consultation was in 2010.
SC474	Cherry Hinton Hall Grounds Improvements - Phase 1 (S106)	A Wilson	0	19	19	0	0	0	Project Complete.
SC479	Abbey Pool Play Area Facilities (S106)	A Preston	88	2	2	0	0	0	Executive Councillor decision to await the decision of the Secretary of State on the Play Area improvement Section 38 application.
SC492	Jesus Green Play Area (S106)	A Preston	151	147	145	(2)	2	0	S38 application submitted following additional request for fencing around the play area. The S38 app has now been approved and the fencing will be ordered and installed by the end of May 2014.

## Public Places Portfolio / Community Services Scrutiny Committee

## Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC494	Kings Hedges "Pulley" Play Area (S106)	A Preston	0	71	72	1	0	1	Project Complete.
SC496	Petersfield Play Area (S106)	A Preston	0	64	69	5	0	5	Project Complete.
SC497	Peveler Road Play Area (S106)	A Preston	0	84	78	(6)	0	(6)	Project Complete.
SC499	Trumpington Rec Outdoor Space (S106)	A Wilson	0	1	0	(1)	0	(1)	Project Complete.
SC505	Visit Cambridge Website	E Thornton	0	2	0	(2)	2	0	Project will be complete by end May 2014.
SC523	Refurbishment of Newmarket Rd Cemetery Buildings	T Lawrence	40	75	57	(18)	0	(18)	Project Complete.
SC524	Cambridge Crematorium - Chapels & Public Areas Refurbishment	T Lawrence	95	120	113	(7)	7	0	Contractors supplier delay in providing product, namely lights for the West Chapel and mats for the Crematorium site.
SC525	Cambridge Crematorium - Staff Room Refurbishment	T Lawrence	30	0	0	0	0	0	Budget rephased to 2014/15

Public Places Portfolio / Community Services Scrutiny Committee

Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC539	Metered system for the supply of electricity on the Market	A White	50	50	11	(39)	24	(15)	The approach to this project has changed. The electrical infrastructure is being upgraded ensuring that it is futureproof to accommodate a potential metering scheme in the future. The revised quote is £35k, so there will be a £15k underspend at year end. This work will be complete by mid May.
SC540	Electronic Market Management Software	A White	0	14	5	(9)	9	0	The final integration of the new system with Oracle has delayed completion of this project along with long term sickness issue within the Markets team. The project should be complete within the first 3 months of the financial year so request that this residual amount be carried forward.
SC544	Coleridge Recreation Ground Improvements (S106)	A Wilson	289	181	23	(158)	158	0	The replacement tennis court is now complete. The planning application for the second tennis court is prepared. An exemption for the play equipment has been approved.



## Public Places Portfolio / Community Services Scrutiny Committee

## Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC548	Southern Connections Public Art Commission (S106)	N Black	73	9	12	3	(3)	0	The variance relates to an additional payment for the grafting of apple trees, which was not expected at this stage in the project. A detailed project spend profile has now been developed in conjunction with the artist, which will need to be reflected in the capital plan
SC551	Stourbridge Common - Riverbank Project	A Wilson	100	100	100	0	0	0	Project Complete. A further extension of works was agreed by Executive Councillor, funded from R&R, is now also complete.
SC562	Review - Street & Open Spaces Benches	A Wilson	25	25	3	(22)	22	0	All benches are ordered and currently being installed.
SC573	Installation of Air Conditioning units at the Tourist Information Centre	E Thornton	25	35	33	(2)	2	0	Project Complete.
SC581	Epilog Upgrade	T Lawrence	0	5	13	8	(8)	0	Project rephased to October 2014 due to suppliers programming of their various projects.

Public Places Portfolio / Community Services Scrutiny Committee

Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
ST084	Parker's Piece Lighting Project	A Preston	0	60	32	(28)	28	0	Balfour Beatty works commenced 22/04/2014 - new columns and lanterns have been installed and ducting for power supply progressing. Incorporating new Wi-Fi antennae for Cambridge University.
<b>Total Projects</b>			<b>1,047</b>	<b>1,177</b>	<b>894</b>	<b>(283)</b>	<b>303</b>	<b>20</b>	
PR003	City Centre Management Programme	E Thornton	20	10	5	(5)	5	0	A grant has been awarded for a Wayfinding project for Mill Road. This has been delayed, but should be complete by end May. It is therefore requested that this amount be carried forward.
PR010a	Environmental Improvements Programme - North Area	A Preston	134	72	42	(30)	30	0	Currently 13 adopted projects totalling £98k. Resources prioritised to other capital projects with high profile and challenging deadlines for completion.
PR010b	Environmental Improvements Programme - South Area	A Preston	172	154	32	(122)	122	0	Currently 8 adopted projects totalling £142k. Resources prioritised to other capital projects with high profile and challenging deadlines for completion.

## Public Places Portfolio / Community Services Scrutiny Committee

## Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
PR010c	Environmental Improvements Programme - West/Central Area	A Preston	113	143	62	(81)	81	0	Currently 16 active projects, totalling £110k. Resources prioritised to other capital projects with high profile and challenging deadlines for completion.
PR010d	Environmental Improvements Programme - East Area	A Preston	157	115	45	(70)	70	0	Currently 17 active projects totalling £141k. Resources prioritised to other capital projects with high profile and challenging deadlines for completion.
PR010d	Environmental Improvements Programme - Riverside/Abbey Road Junction	A Preston	0	1	1	0	1	1	Project Complete. Remaining unspent budget to be moved to railing refurbishment project.
PR010j	Environmental Improvements Programme - Fitzroy/Burleigh Street	A Preston	0	70	71	1	0	1	Project Complete.
PR027	Replacement of Parks & Open Space Waste/Litter Bins	A Wilson	75	150	96	(54)	54	0	Phase one completed, underspend to carry over to this coming financial year.
PR030a	Increase Biodiversity at Stourbridge Common (S106)	G Belcher	15	7	6	(1)	1	0	Project Complete.

## Public Places Portfolio / Community Services Scrutiny Committee

## Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
PR030b	Improve Access to Abbey Paddling Pools From Coldham's Common (S106)	A Wilson	10	10	0	(10)	10	0	Executive Councillor decision to await the decision of the Secretary of State on the Play Area improvement Section 38 application. If the decision of the SOS includes a condition relating to the footpath its diversion or extinguishment then we will need to address. If there are no conditions and the Section 38 is granted the play area can be installed (not on the footpath) with the fenceline (but including gates for the right of way route).
PR032c	Improvements to Cherry Hinton Rec. (S106)	A Wilson	65	122	79	(43)	43	0	Works to the skate park to start in mid May. The Panna and Explorer Dome were both complete by the end of March 2014.
PR033a	Benches in Parks & Open Spaces (S106)	A Wilson	30	30	10	(20)	20	0	All benches are ordered and currently being installed.
PR033b	Access Improvements to Midsummer Common Community Orchard (S106)	A Wilson	20	15	6	(9)	0	(9)	Project Complete.

Public Places Portfolio / Community Services Scrutiny Committee

Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
PR033c	Public Art element of improvements to the entrances at Histon Rd Rec (S106)	A Preston	50	8	10	2	(2)	0	Project steering group have selected the preferred concept for further detailed development, which will take place during the purdah period, with a public exhibition immediately after the election. The purdah period has delayed the project slightly, along with getting approval from Councillors to proceed with the chosen concept.
PR034a	Logan's Meadow Local Nature Reserve (LNR) Extension (S106)	G Belcher	160	17	21	4	(4)	0	Awaiting Heads of Terms from adjacent landowner in order to gain access for plant and earthwork movements. Works may require rescheduling until late summer to allow suitable conditions for sowing and planting in the autumn.
PR034b	Paradise Local Nature Reserve (LNR) (S106)	G Belcher	100	94	102	8	(6)	2	Project Complete.
PR034c	Drainage of Jesus Green (S106)	A Wilson	95	95	13	(82)	82	0	Works to commence immediately after the Beer Festival. All permissions granted

## Public Places Portfolio / Community Services Scrutiny Committee

## Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
PR034d	Public Art - 150th & 400th Anniversary (S106)	A Preston	88	6	3	(3)	3	0	A shortlist of four artists is close to completion, after which the project brief will be issued for them to develop concept proposals over a 3 month period.
<b>Total Programmes</b>			<b>1,379</b>	<b>1,119</b>	<b>604</b>	<b>(515)</b>	<b>510</b>	<b>(5)</b>	
PV348	Allotment Improvements (S106)	A Wilson	17	14	7	(7)	7	0	This funding is allocated to allotment societies and related to sum received following the development of part of Whitehill Allotments by Cambridge United. This funded is allocated as the Allotment Societies in the area identify spend.
<b>Total Provisions</b>			<b>17</b>	<b>14</b>	<b>7</b>	<b>(7)</b>	<b>7</b>	<b>0</b>	
<b>Total for Public Places</b>			<b>2,443</b>	<b>2,310</b>	<b>1,505</b>	<b>(805)</b>	<b>820</b>	<b>15</b>	

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Changes between original and final budgets may be made to reflect:

- rephased capital spend from the previous financial year
- rephased capital spend into future financial periods
- approval of new capital programmes and projects

and are detailed and approved:

Public Places Portfolio / Community Services Scrutiny Committee

Capital Budget 2013/14 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2013/14 £000	Final Budget 2013/14 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
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- in the June committee cycle (outturn reporting and carry forward requests)
- in September (as part of the Mid-Year Financial Review (MFR))
- in the January committee cycle (as part of the budget setting report)

Strategy Portfolio / Strategy & Resources Scrutiny Committee  
 2013/14 Capital Budget Position

Capital Ref	Description	Lead Officer	Original Budget 2013/14		Final Budget 2013/14		Outturn		Variance - Outturn compared to Final Budget		Re-phase Spend		Over / (Under) Spend		Comments
			£000		£000		£000		£000		£000		£000		
SC543	Voltage Optimisation Roll-out	D Kidston	0	33	33	36	36	0	3	0	0	0	3	Project completed. Overspend of £3k financed from the Climate Change Fund.	
SC593	Keep Cambridge Moving Fund Contribution	S Payne	0	436	436	0	0	436	(436)	436	0	0	0	Contribution to Earmarked Reserve in 2013/14 ahead of the programme being formulated	
<b>Total Projects</b>			<b>0</b>	<b>469</b>	<b>469</b>	<b>36</b>	<b>36</b>	<b>436</b>	<b>(433)</b>	<b>436</b>	<b>0</b>	<b>436</b>	<b>3</b>		
<b>Total for Strategy Portfolio</b>			<b>0</b>	<b>469</b>	<b>469</b>	<b>36</b>	<b>36</b>	<b>436</b>	<b>(433)</b>	<b>436</b>	<b>0</b>	<b>436</b>	<b>3</b>		



## 2013/14 Housing Capital Investment Plan - HRA &amp; General Fund Housing

	Original Budget £000's	Current Budget £000's	Outturn £000's	Variance £000's	Re-phase Spend £000's	Notes	Re-Phasing Year				Budget 2014/15 £000's	
							2014/15 £000's	2015/16 £000's	2016/17 £000's	Post 2016/17 £000's		
<b>General Fund Housing Capital Spend</b>												
Investment in Non-HRA Affordable Housing	0	0	0	0	0							0
Other General Fund Housing	765	916	848	(68)	0	1						765
<b>Total General Fund Housing Capital Spend</b>	<b>765</b>	<b>916</b>	<b>848</b>	<b>(68)</b>	<b>0</b>							<b>765</b>
<b>HRA Capital Spend</b>												
Decent Homes Programme	9,003	9,782	8,233	(1,549)	1,469	2						10,603
Other Spend on HRA Stock	3,149	4,415	2,338	(2,077)	1,805	3						4,685
HRA New Build	11,977	11,101	5,140	(5,961)	5,960	4						21,897
Cambridge Standard Works	200	372	265	(107)	106	5						306
Sheltered Housing Capital Investment	1,900	1,927	135	(1,792)	1,900	6						1,900
Other HRA Capital Spend	660	1,243	563	(680)	493	7						1,238
Inflation Allowance	0	0	0	0	0							538
<b>Total HRA Capital Spend</b>	<b>26,889</b>	<b>28,840</b>	<b>16,674</b>	<b>(12,166)</b>	<b>11,733</b>							<b>41,167</b>
<b>Total Housing Capital Spend</b>	<b>27,654</b>	<b>29,756</b>	<b>17,522</b>	<b>(12,234)</b>	<b>11,733</b>							<b>41,932</b>
<b>Housing Capital Resources</b>												
Right to Buy Receipts (General Use)	(441)	(441)	(400)	41	0	8						(495)
Right to Buy Receipts (Retained for New Build / Acquisition)	0	0	(3,703)	(3,703)	0	8						(884)
Right to Buy Receipts (Debt Set-Aside)	0	0	(1,603)	(1,603)	0	8						0
Other Capital Receipts (Land and Dwellings)	(5,308)	(3,409)	(1,900)	1,509	(1,509)	9						(6,468)
MRA / MRR	(12,374)	(9,698)	(7,870)	1,828	(1,828)	10						(12,679)
Client Contributions	0	0	(180)	(180)	0	11						0
Direct Revenue Financing of Capital	(7,162)	(10,097)	(6,406)	3,691	(2,909)	12						(11,820)
Other Capital Resources (Grants / Shared Ownership / Loan Repayments / R&R)	(1,866)	(1,877)	(640)	1,237	(889)	13						(2,656)
Developer's Contributions (Affordable Housing)	0	0	0	0	0							(4,469)
Prudential Borrowing	0	0	0	0	0							0
<b>Total Housing Capital Resources</b>	<b>(27,151)</b>	<b>(25,522)</b>	<b>(22,702)</b>	<b>2,820</b>	<b>(7,135)</b>							<b>(39,471)</b>
<b>Net (Surplus) / Deficit of Resources</b>	<b>503</b>	<b>4,234</b>	<b>(5,180)</b>	<b>(9,414)</b>								<b>2,461</b>
<b>Capital Balances b/f</b>	<b>(11,347)</b>	<b>(11,347)</b>	<b>(11,347)</b>									<b>(8,144)</b>
<b>Use of / (Contribution to) Balances in Year</b>	<b>503</b>	<b>4,234</b>	<b>(5,180)</b>	<b>(9,414)</b>								<b>2,461</b>
Set-aside for future Debt Redemption	2,080	2,080	2,600			8						
Ear-marked for specific Retained Right to Buy Receipts 1-4-1 Investment	997	997	5,783			8						
<b>Residual capital resources remaining to fund future Housing Investment Programme</b>	<b>(7,767)</b>	<b>(4,036)</b>	<b>(8,144)</b>									<b>(5,683)</b>

## Notes to the Housing Capital Investment Plan

Note	Reason for Variance
1	The underspending of £68,000 is a combination of the following - a) an overspend on the Assessment Centre on East Road of £15,000, where final invoices and retention sums were higher than anticipated, b) no demand for the use of the budget to tackle unfit housing in the private sector (£20,000), c) an overspend in respect of Disabled Facilities Grants of £27,000 and d) an underspend in Private Sector Housing Grants and Loans of £149,000, where demand in the year was lower than previously experienced.
2	A net underspend of £1,549,000 in decent homes expenditure during 2013/14 relates predominantly to delivery of year 3 of the Planned Maintenance Contract, which was due to run until March 2014. Overspending in heating ad boilers (£218,000), re-wiring (£85,000), doors (£67,000), kitchens (£26,000), bathrooms (£7,000) and major voids (£253,000) was more than offset by underspending in masonry decorating (£193,000) re-roofing (£1,030,000) roof strengthening (£299,000), window replacement (£17,000), sulphate works (£101,000), chimneys (£90,000), smoke detectors (£8,000) health and safety works (£68,000) wall structure work (£13,000) and fees and overheads (£501,000), where not all of the planned work was completed during 2013/14, and where re-phasing of resources is required to allow completion of the anticipated programme in later years. This includes re-phasing into 2014/15 in respect of re-roofing (£946,000), roof structure works (£145,000), chimneys (£90,000), smoke detectors (£8,000), health and safety works (£17,000) and wall structures (£13,000). Re-phasing into 2015/16 and beyond is requested in respect of deferred masonry decorating (£193,000), sulphate works (£100,000), health and safety works (£50,000) and to the end of the existing funding, 2028/29, in respect of sulphate works (£204,000). Resource for heating and boilers (£218,000) has been brought forward into 2013/14 to fund the apparent overspend, as works were completed ahead of schedule in this area. Contractor overheads are requested to be re-phased pro rata to the re-phased work elements, with £173,000 into 2014/15, and £19,000 into 2015/16 and beyond.
3	A net underspend of £2,077,000 was evident in 2013/14, combining underspending in a number of areas where work is still required and funds will need to be re-phased, including; disabled adaptations (£60,000 into 2014/15), works to communal areas (£150,000 into 2014/15 and £376,000 into 2015/16), hard surfacing works on HRA land (£24,000 into 2014/15), hard-surfacing recycling works (£142,000 into 2016/17), works to communal flooring (£50,000 into 2014/15), fencing (£15,000 into 2014/15), fire safety works (£638,000 into 2014/15) and lifts (£28,000 into 2014/15). Contractor overheads are requested to be re-phased pro rata to the re-phased work elements, with £144,000 into 2014/15, and £78,000 into 2015/16 and beyond. In addition to re-phasing, there was residual underspending in respect of asbestos removal and disabled adaptation works. In addition to re-phasing £15,000 into 2014/15 in respect of investment in fencing, it is proposed to carry forward £100,000 of the net underspend in the Housing Capital Programme in 2013/14 into 2014/15 to allow the increase in fencing investment proposed as part of the Labour Alternative Budget in February 2014 to be delivered with immediate effect. The desire to invest in fencing at the higher level of £200,000 per annum on an ongoing basis will be considered as part of the review of capital investment in the HRA Mid-Year Financial Review in the context of all future investment priorities.
4	The apparent underspend in the new build programme in 2013/14 relates to the timing of the spend in respect of the 146 new and re-development programme. A net resource of £5,960,000 is required to be re-phased into 2014/15 and beyond to ensure that contractual commitments can be met. Payments are made under the development contract once the developer has spent more on building out the Affordable Housing element of the site than the notional value of the land that the market housing will occupy. The timing of this is difficult to predict at project outset, as the length of time taken to get on site in each case varies, dependent upon the number of existing residents that requires re-housing and any planning constraints on the site. The net re-phasing combines slippage of resource for Roman Court, Barnwell Road, Wadloes Road, Campkin Road , Colville Road, Stanesfield Road, Aylesborough Close, Atkins Close and Water Lane, partially offset by use of resource for Latimer Close and Clay Farm slightly ahead of profile against the latest capital plan.

5	Approval was given for the 2013/14 Cambridge Standard allocation to be spent on a variety of environmental projects across the city. Some of these projects are yet to be completed and resources of £106,000 are requested to be carried forward into 2014/15 to allow these, and other projects to take place.
6	Underspending of £1,900,000 in respect of the budget for work to re-develop Ditchburn Place is requested to be re-phased into 2015/16 to allow this scheme to be progressed in phases across the next 2 years, following some delay in the early stages of the project in 2013/14. Overspending has occurred in respect of Brandon Court (£85,000) where final costs were greater than anticipated due to the need to undertake some remedial works following problems with a sub-contractor and in the budget for upgrade and installation of emergency alarm equipment (£23,000), where the costs of upgrade for the sheltered schemes identified were higher than originally anticipated.
7	Projects to upgrade aspects of the Orchard Housing Management System and to implement a new Repairs IT Solution and Mobile Working Application have been completed, with underspending of £23,000 and £12,000 respectively. The funding identified to procure an IT system for the Anti-Social Behaviour Service is no longer required as the authority has opted to pilot use of the system deployed by the Police Authority. Resources of £148,000 are requested to be rephased to complete the roofing work to HRA commercial premises in Campkin Road. The remaining allocation from 2013/14 for buying back ex-Council dwellings of £333,000 is also requested as a carry forward, to allow the authority to proceed with acquisitions to ensure appropriate utilisation of retained right to buy receipts, which need 70% match funding.
8	60 properties were sold in total during 2013/14. £400,000 of the capital receipt is available for general use, while £1,603,000 of the overall capital receipt is identified as set-aside to be offset against the debt associated with the unit no longer owned. A further £3,703,000 of right to buy receipts have been retained by the local authority in 2013/14, but must be re-invested in financing up to 30% of additional social housing units, provided this is done within a 3 year time frame.
9	Capital receipts totalling an estimated £1,509,000 in respect of the value of land transfer for the market housing at Latimer Close, Barnwell Road and Stanesfied Road are now anticipated during 2014/15, at the point at which the expenditure incurred by the developer in respect of the affordable housing element of the site exceeds the value of the land and cash payments start to be made.
10	Slippage in the decent homes and other investment in the housing stock in 2013/14 resulted in a lower than anticipated call on the use of funding from the major repairs reserve for the year. The balance of use of the reserve (£1,828,000) will need to be re-phased in line with the expenditure to ensure that sufficient resource is available to finance the expenditure at year end.
11	Income was due from leaseholders in 2013/14 in relation to their share of the cost of major improvements undertaken as part of the decent homes programme (£122,000) and was also received from private residents in relation to contributions towards, or repayments of, private sector housing repair grants (£58,000).
12	Due to slippage in the housing capital plan in 2013/14, the use of revenue funding for capital purposes was significantly less than anticipated. A request to increase the use of revenue funding of capital expenditure in 2014/15 and beyond by the £2,909,000 not utilised in 2013/14, will ensure that there is sufficient funding to meet the rephased expenditure requested above.
13	Homes and Communities Agency Grant of £425,000 was received in 2013/14 for 3 schemes which started on site and 1 scheme which reached completion. An additional £889,000 is due for schemes which were expected to start on site during the year, but which have been delayed until early 2014/15, the point at which this resource is now anticipated to be received.

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To: Executive Councillor for Finance and Resources  
Report by: Simon Payne, Director of Environment  
Relevant Scrutiny Strategy & 14/7/2014  
Committee: Resources  
Scrutiny  
Committee  
Wards affected: From Market to Trumpington

## **Environmental Initiatives with the University of Cambridge Non Key Decision**

### **1. Executive summary**

- 1.1 On 8 July 2013 Strategy & Resources Committee supported a Memorandum of Understanding to be signed with the University of Cambridge to investigate a district heating scheme for central Cambridge. A Sponsors Board was then established to lead the work and three city councillors were appointed to the Board. The Board subsequently met and received further advice when it became clear that the business case for the proposed scheme was no longer expected to be financially viable. The Board therefore resolved not to undertake further work on the scheme.
- 1.2 Arup consultants were, however, commissioned to establish if there are other options for collaboration on strategic carbon initiatives between the Council and the University. The conclusions of this work are included in this report and it is recommended that the two organisations keep open the opportunity to explore possible future heat connections between City Council and University Buildings.

### **2. Recommendations**

The Executive Councillor is recommended:

1. To note the decision of the District Heating Scheme Sponsors Board not to pursue the proposed central Cambridge District Heating Scheme; and
2. To support future collaboration between the Council and the University of Cambridge on strategic carbon initiatives where there is a strong environmental and financially viable business case.

### **3. Background**

#### **3.1 Background to the Project**

3.1.1 On September 16<sup>th</sup> 2013 the University and the City Council signed a Memorandum of Understanding to explore a district heating scheme in central Cambridge. This decision followed a meeting of the Council's Strategy and Resources Scrutiny Committee on 8 July 2013. A summary of the scheme is set out in Appendix 1. The objectives of the scheme were to enable the commissioning of a feasible, deliverable, cost effective scheme to provide heating and electricity to the parties and others within the City of Cambridge at a lower rate of carbon emission than the current infrastructure.

3.1.2 On 5<sup>th</sup> December 2013 the District Heating Sponsors Board met and received a report from Arup consultants. A copy of the report is a background paper to this report. In summary the validation work carried out by the consultants showed that earlier assumptions about capital costs and energy prices needed to be revised and the likely rate of return was in fact significantly lower (at best 1%) than previously identified to a point that the scheme would not be financially viable (at least 7% was required). The relative distances between the users and the energy centre increased costs. In successful schemes in central London, the relative distances are shorter and the heat/power demands greater.

3.1.3 The Board also concluded that Arup consultants should be asked to review the scope for any further collaboration between the City Council and the University on strategic carbon initiatives.

#### **3.2 Arup Findings on Alternatives to a District Heating Network**

3.2.2 The Arup work contains high level analysis of potential renewable and low carbon technologies, other than a single district heating network that the University of Cambridge and Cambridge City Council could utilise to lower their carbon dioxide emissions in line with their respective carbon reduction plans.

3.2.3 The conclusions of the consultants are set out in the Executive Summary in Appendix 2. It was found that the Council's energy demand (excluding the council owned housing that is scattered around the city) was approximately 10% of that of the University's, and that 80% of the carbon dioxide emissions of the University came from its electricity usage. It is likely that more than one carbon dioxide

reduction technology will need to be used to reduce the carbon dioxide emissions significantly; however it is clear that the largest opportunity is in electricity producing technologies.

3.2.4 Combined Heat and Power (CHP) technologies may form a part of this carbon reduction plan, however they are only efficient (and therefore carbon dioxide emission reducing) when the heat is used as well as the electricity, hence they are limited in size by the heat demand, not the electricity demand.

3.2.5 Arup have considered several technologies in this study, which are summarised in Table 1 below, along with an approximate capital cost of the technology, a cost of the lifetime reduction in carbon dioxide emissions and lifetime carbon dioxide emissions reduced per m<sup>2</sup>.

Technology	Total cost of electricity [or heat], £/MWh <sub>e</sub> [or £/MWh <sub>th</sub> ]	Cost per tonne of carbon dioxide emissions avoided, £/tCO <sub>2</sub>	Simple payback period (years)	Area required per tonne of carbon dioxide emissions avoided m <sup>2</sup> , tCO <sub>2</sub> /m <sup>2</sup>
<b>Solar Photovoltaic</b>	£110	£200	13	1.2
<b>Solar Hot Water</b>	£70 [heat]	£300	20+	1.9
<b>Wind</b>	£55	£100	10	500
<b>Biomass (heat only)</b>	£45 [heat]	£200	n/a*	120
<b>Biomass CHP</b>	£250	£400	n/a*	80
<b>Gas Fired CHP</b>	£130	£800	5	75
<b>Anaerobic Digestion</b>	£140	£250	20+	5 - 20
<b>Ground Source Heat Pump</b>	£50 [heat]	£450	n/a**	n/a
<b>Air Source Heat Pump</b>	£50 [heat]	£550	n/a**	n/a

Table 1 – Renewable Technology Summary Table

3.2.6 Using this table, and an analysis of the potential to use the different technologies on the University or Council's premises, it was found that the following technologies could be further investigated in priority order :

- Wind turbines positioned on the University's farm land
- Solar PV positioned on the University's land
- Solar hot water positioned on the roofs of buildings

3.2.6 When all opportunities for the technologies above have been identified, the next technologies to be considered should be:

- Gas fired CHP local heat networks
- Biomass fired CHP heat networks

3.2.7 As the University has both the highest energy demand and the most available land, it is proposed that the University should start identifying the sites that could feasibly incorporate this technology. If CHP plant is being used, heat connections to the Council buildings in the area could be considered on a building by building case.

3.2.8 This report considers the utilisation of wastes produced by the University, or collected by the Council, in an anaerobic digestion scheme. The Council are currently in a long term waste contract with a third party operator, Amey Cespa, who have a waste treatment facility in Waterbeach that includes an anaerobic digester on their site that could potentially compete for feedstock. The figures presented in the work by Arup show that anaerobic digestion could be considered further, but collection of the wastes and indeed ownership of the wastes need to be further considered in the first instance.

### **3.3 Further collaboration on strategic carbon initiatives**

3.3.1 The review of alternatives to the district heating scheme highlights the potential for building by building heat connections. This approach is more likely to provide carbon savings as part of a financially viable business case, especially when the investment is linked to existing capital programmes. For example the University is currently preparing proposals for the New Museum Site, near Corn Exchange Street and there may be scope for including a small combined heat and power plant within the site which could also be linked to the Guildhall or Corn Exchange.

3.3.2 In view of the Arup findings it is recommended that officers continue discussions with the University on an individual scheme basis. Any specific proposals for further collaboration will then be reported back this Scrutiny Committee.

## **4. Implications**

### **(a) Financial Implications**

Earlier investigative work on the District Heating Scheme was funded by the Low Carbon Development Initiative. The City Council did, however make capital programme provision of £50k in 2013/14 and



£50k in 2014/15 (to be match funded by the University of Cambridge). In the event £25k was spent in 2013/14 in reviewing the case for the scheme, the remaining funding was not spent and included in the Budget Setting Report approved by Full Council on 13 February 2014. The most recent work by Arup Consultants has been funded by the University of Cambridge.

(b) **Staffing Implications**

None

(c) **Equality and Poverty Implications**

None

(d) **Environmental Implications**

As set out in the foregoing report.

(e) **Consultation**

This report has been prepared in consultation with the University of Cambridge.

(f) **Community Safety**

There are no direct community safety implications as a result of the Project.

## **5. Background papers**

This background paper was used in the preparation of this report:

- Financial and Technical Review of Feasibility Studies up to October 2013 – Ove Arup & Partners Ltd

## **6. Appendices**

- Appendix 1: Overview of Cambridge City Centre District Heating Scheme
- Appendix 2: Executive Summary of Arup Report May 2014

## **7. Inspection of papers**

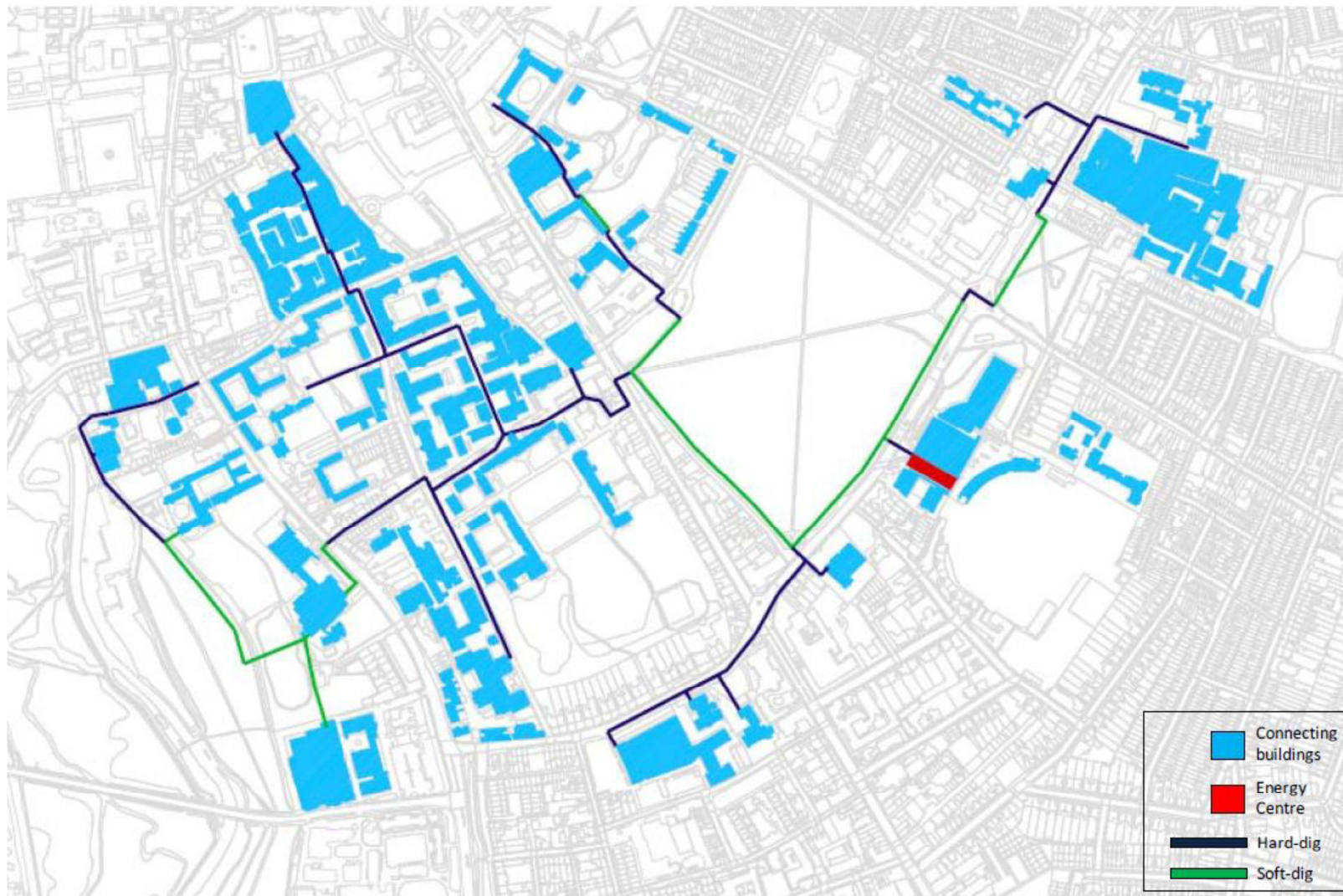
To inspect the background paper or if you have a query on the report please contact:

Author's Name: Simon Payne  
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## Appendix 1: Overview of Cambridge City Centre District Heating Scheme

1. Cambridge City Council, working in partnership with the University of Cambridge, Low Carbon Development Initiative (LCDI) and with support from EON, Aecom and Ernst and Young, identified potential for the development of a city centre based Combined Heat and Power (CHP) and District Heating scheme. The over-riding objective of the project was to enable the commissioning of a feasible, deliverable, cost effective scheme to provide heating and electricity to the parties and others within the City of Cambridge at a lower rate of carbon emission than the current infrastructure.
2. The project was based around the concept of developing an Energy Centre housing gas fired CHP plant with a heat network consisting of highly insulated pipes extending into the city centre and connecting to a series Council buildings including Brandon Court, The Guildhall and Mandela House and University of Cambridge academic sites such as the Downing Site and New Museums Site and Colleges. An overview of the planned network is provided in Figure 1 below.
3. While original work was focussed on the potential of having an energy centre located in the vicinity of Parkside Pools, a part of the City Council's Mill Road Depot was also identified as a possible location for the Energy Centre. For an outline capital cost of £25 million, initial financial analysis indicated an Internal Rate of Return of up to 6.8%. Benefits of the scheme included:
  - reducing exposure to future energy price rises, supplying electricity and heat at 10% below market rate to the City Council;
  - saving significant quantities of carbon (8,000 tonnes of CO<sub>2</sub> - in its first year of operation);
  - setting the foundations for a possible larger community heating scheme.
4. It was considered that a joint Venture governance model between the City Council and the University of Cambridge would be the best way forward. Such an approach would provide benefits to the project through risk sharing of the equity required to fully develop the project, a partner to share in the capital investment (and able to raise capital at low interest rates) and enabling a greater level of control in the existing project and any future developments. It was also considered that such an approach would secure greater financial certainty into the project as a direct result of the partnership being able to secure long term contracted customers (through the University as a partner and through the colleges by offering a price incentive).

Figure 1: Network Plan



## 1 Executive Summary

This report contains high level analysis of potential renewable and low carbon technologies the University of Cambridge and Cambridge City Council could utilise to lower their carbon dioxide emissions in line with their respective carbon reduction plans.

It was found that the Council's energy demand (excluding the council owned housing that is scattered around the city) was approximately 10% of that of the University's, and that 80% of the carbon dioxide emissions of the University came from its electricity usage. It is likely that more than one carbon dioxide reduction technology will need to be used to reduce the carbon dioxide emissions significantly; however it is clear that the largest opportunity is in electricity producing technologies.

Combined Heat and Power (CHP) technologies may form a part of this carbon reduction plan, however they are only efficient (and therefore carbon dioxide emission reducing) when the heat is used as well as the electricity, hence they are limited in size by the heat demand, not the electricity demand.

Arup have considered several technologies in this study, which are summarised in Table 1 below, along with an approximate capital cost of the technology, a cost of the lifetime reduction in carbon dioxide emissions and lifetime carbon dioxide emissions reduced per m<sup>2</sup>.

Technology	Total cost of electricity [or heat], £/MWh <sub>e</sub> [or £/MWh <sub>th</sub> ]	Cost per tonne of carbon dioxide emissions avoided, £/tCO <sub>2</sub>	Simple payback period (years)	Area required per tonne of carbon dioxide emissions avoided m <sup>2</sup> , tCO <sub>2</sub> /m <sup>2</sup>
<b>Solar Photovoltaic</b>	£110	£200	13	1.2
<b>Solar Hot Water</b>	£70 [heat]	£300	20+	1.9
<b>Wind</b>	£55	£100	10	500
<b>Biomass (heat only)</b>	£45 [heat]	£200	n/a*	120
<b>Biomass CHP</b>	£250	£400	n/a*	80
<b>Gas Fired CHP</b>	£130	£800	5	75
<b>Anaerobic Digestion</b>	£140	£250	20+	5 - 20
<b>Ground Source Heat Pump</b>	£50 [heat]	£450	n/a**	n/a
<b>Air Source Heat Pump</b>	£50 [heat]	£550	n/a**	n/a

Table 1 – Renewable Technology Summary Table

\* payback period is very dependent upon future woodchip and gas/electricity prices – there is a likelihood of no payback

\*\* payback period is very dependent upon future gas and electricity prices – there is a likelihood of no payback

\*\*\* table excludes all government subsidies available

Using this table, and an analysis of the potential to use the different technologies on the University or Council's premises, it was found that the following technologies should be further investigated as a priority:

- Wind turbines positioned on the University's farm land
- Solar PV positioned on the University's land
- Solar hot water positioned on the roofs of buildings

When all opportunities for the technologies above have been identified, the next technologies to be considered should be:

- Gas fired CHP local heat networks
- Biomass fired CHP heat networks

As the University has both the highest energy demand and the most available land, it is proposed that the University should start identifying the sites that could feasibly incorporate this technology. If CHP plant is being used, heat connections to the Council buildings in the area should be considered on a building by building case. Since the Council do not have the land required for most of these technologies, there is also the opportunity for the Council to part fund the University's electricity generation only projects in return for some of the carbon dioxide savings.

This report considers the utilisation of wastes produced by the University, or collected by the Council, in an anaerobic digestion scheme. This was of particular interest to the University as it demonstrated a high-level of cooperation between the University and the Council. The Council are currently in a long term waste contract with a third party operator, AmeyCespa, who have a waste treatment facility in Waterbeach. It was not possible to find out the nature of this contract, however it is known that AmeyCespa have an anaerobic digester on their site that could potentially compete for feedstock. The figures presented in this report show that anaerobic digestion could be considered further, but collection of the wastes and indeed ownership of the wastes need to be further considered in the first instance.



To: Executive Councillor for Finance and Resources:  
Councillor George Owers

Report by: Andrew Limb, Head of Corporate Strategy

Relevant scrutiny  
committee: Strategy & Resources Scrutiny 14/7/2014  
Committee

Wards affected: All

## REVIEW OF SUSTAINABLE CITY GRANTS

### Not a Key Decision

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### 1. Executive summary

1.1 Since 2012/13, the City Council has had a single budget of £50,000 for grants to local voluntary and community groups to support projects which address the council's environmental priorities. This report sets out the findings from a review of the grants, and proposes changes to the total budget available and a move to a commissioning based approach to ensure that grants are more closely aligned to the council's environmental policy objectives.

### 2. Recommendations

The Executive Councillor is recommended to agree:

- The proposed budget of £30,000 for the Sustainable City Grants from 2015/16 onwards and to cash limit the grants from this point forwards.
- To move from a grant funding approach to a commissioning approach for the Sustainable City Grants from 2015-16 onwards, as outlined at 5.9 – 5.13.

### 3. Background

3.1 The context for this report is the very challenging financial situation facing local government. The Council's Mid-Year Financial Review published in October 2013 set out a significant savings requirement of around £6m over the next 4 years. Difficult decisions have already been taken which have delivered the savings requirement for 2014/15 but on-going reviews and more difficult decisions are needed in order to deliver additional savings for 2015/16 and beyond.

- 3.2 Since 2012/13, the City Council has had a single budget of £50,000 for grants to local voluntary and community groups to support projects which address the Council's environmental priorities (which are set out in the table below). Prior to this point there were two separate grant budgets, for core funding of voluntary and community groups, and for project-based activity respectively.

**Table 1 - Cambridge City Council Environmental Objectives**

<b>Tackle the causes and consequences of climate change</b>
Reduce carbon dioxide emissions
Manage climate change risks
<b>Minimise waste</b>
Reduce the amount of waste generated
Increase waste reuse, recycling and composting
<b>Protect the local environment</b>
Reduce pollution of air, water and land
Protect and enhance local wildlife

- 3.3 In 2012/13, the management and administration of the Sustainable City Grants was transferred from the Corporate Strategy service to the grants team in the Community Development service and the grants process was aligned to those used in Community Development for other Council grants budgets. Under the current process, local groups are invited to submit applications for funding from the Sustainable City Grants by October for projects due to start in the following financial year. Applications are considered by the Council's Environment Scrutiny Committee in the following January, and award amounts confirmed at a meeting of full council in February.
- 3.3 It was agreed at Environment Scrutiny Committee on 14 January 2014 that officers would carry out a review of the Sustainable City grants and report back in July 2014 with recommendations about future budgets and arrangements. In particular, it was agreed that the review should consider:
- reductions to the budget from £50,000 to £30,000.
  - moving from a grant to a commissioning approach to achieve the climate change strategic priorities.

#### **4. The review - Consultation**

- 4.1 As part of the review, officers carried out public consultation on the proposed changes between Monday 27<sup>th</sup> January and Friday 25<sup>th</sup> April, in line with requirements of the Cambridgeshire Compact. During this period local voluntary and community groups and



Cambridge residents were invited to complete a survey on the Council's website. The survey was promoted via the Council's Twitter account, through local voluntary sector networks and through direct communications to organisations in receipt of grant funding from the City Council.

- 4.2 A total of 38 responses were received, including 15 from voluntary and community groups who have previously received grant funding from the Council. Details of the consultation questions, a full list of the organisations that responded and a summary of the responses is provided at Appendix A.
- 4.3 During the consultation period officers also offered to meet with local voluntary and community groups to discuss the review in more detail. In response to this offer, a meeting was held with representatives from Cambridge Carbon Footprint in April 2014.

## 5. **Conclusions from the Review**

- 5.1 The Review considered the total amount of funding that should be allocated through the Sustainable City Grants. As part of the consultation, we invited views on a proposed reduction in the total amount of funding available through the Sustainable City Grants from the current level of £50,000 to £30,000.
- 5.2 There is a general understanding that the Council has to make difficult decisions in order to find savings, but a majority of the respondents to the consultation (68%) were not in favour of reducing the budget. They outlined a number of concerns regarding the impact of reducing the budget, which are set out in more detail in Appendix A, along with our responses.
- 5.3 In particular, a number of respondents were concerned that reducing the funding available could impact on community-led environmental activity and reduce the number of pilot projects that could be rolled out more widely. However, whilst reducing the amount of funding available would clearly have an impact on groups who regularly apply for funding, the findings suggest that none of the groups consulted would fold as a result of the proposed reduction in budgets. 20% felt that the reduction would have no impact on their organisation, while 80% felt they would have to either stop or reduce some services as a result.
- 5.4 As the table below shows, the Sustainable City Grants have been undersubscribed following the annual application round in the past three years, with the total amount awarded at this stage being less than £30,000 in 2012/13, 2013/14 and 2014/15. This suggests that the

level of demand for the grants is lower than the current budget and that there is scope to reduce the budget available accordingly.

	Total funding (£) applied for in October round	Total funding (£) allocated in October round	Total allocated (£) after October round
<b>2012/13</b>	18,800	15,100 (plus 16,995 for final Year of an existing Service Level Agreement)	20,842
<b>2013/14</b>	30,779	29,340	21,260
<b>2014/15</b>	50,240	21,855	0

- 5.5 When the total budget for the Sustainable City Grants has not been allocated in the October grants round, officers have continued to actively promote the funding to local groups during the course of the following year with the aim of allocating the full budget. This process requires a significant amount of officer time over a long period to promote take-up of the remainder of the available funding. There is also the potential for projects funded in this period to deliver less value than those funded through the annual grants round, because they are not subject to the same degree of scrutiny by Members and they are assessed in isolation rather than alongside competing projects.
- 5.6 The Review also considered how the Sustainable City Grants could be used most effectively to achieve our environmental objectives. As part of the consultation, we asked residents whether the City Council should move from a grant funding approach to a commissioning approach for the Sustainable City Grants from 2015-16 onwards.
- 5.7 The findings of the consultation were not conclusive, with 50% of respondents in favour of moving to a commissioning approach, and 50% not in favour. Those who did not support the proposed change made a number of comments, which are summarised in Appendix A.
- 5.8 A commissioning approach would enable the Council to target the funding available at activities that most closely address the Council's environmental objectives (as set out at 3.1 above), maximising the impact of the funding on climate change and wider sustainability issues. This approach is consistent with that being proposed for the council's Community Development and Arts and Recreation Grants in a separate report to Community Services Committee on 10 July, which recommends re-focussing these grants on areas of greatest need. Moving to a commissioning approach for the Sustainable City Grants would also reduce the administrative costs associated with the

reduced fund by removing the need for an annual grants application and assessment process.

5.9 Under a commissioning arrangement, rather than local voluntary groups putting forward suggested activities for grant funding each year, we would identify areas where there are gaps in provision and unmet need, or where the Council is currently active, but would benefit from additional capacity and expertise. The priorities and outcomes identified in the Council's current environmental policies (including the Climate Change Strategy, Nature Conservation Strategy, the developing Arboricultural Strategy, and the developing Environmental Policy) would inform decisions on areas of focus for the commissioning process each year. We would also consider the impact of proposed activities on wider Council priorities, such as the contribution that they would make to the developing Anti-Poverty Strategy. Examples of potential activities could include:

- Provision of advice and support to households which will help local residents to reduce their carbon footprint, including:
  - reducing energy consumption and improve energy efficiency of properties;
  - reducing water consumption and improve water efficiency of properties; and
  - promoting sustainable food sources and providing advice and guidance to residents on reducing food waste.
- Advice and support to local businesses on reducing their carbon footprint
- Protecting and conserving local wildlife, habitats and biodiversity.

5.10 An annual commissioning round would be held in October each year and the opportunity would be promoted to local voluntary and community groups, including previous applicants. Groups would be invited to submit a short expression of interest describing: the proposed project; how it meets the Council's commissioning priorities, what outcomes it would achieve; and how much funding would be required from the council and other sources.

5.11 It is proposed that officers will assess the expressions of interest against the council's commissioning priorities and identify a list of projects to be commissioned. We would then engage in a dialogue with the successful local voluntary and community groups to further develop the project ideas. Funding agreements would be negotiated which would clearly specify the outputs and outcomes to be delivered.

Groups would be required to provide regular monitoring reports to demonstrate progress towards the delivery of the outcomes.

- 5.12 The maximum award for Sustainable City Grants is currently £5,000. This limit was intended to ensure that groups received sufficient funding to deliver key projects without becoming dependent solely on the City Council for funding. However, in practice a number of groups have bid for and been awarded more than one project grant each year. It is proposed that under the new arrangements, the maximum award to a single organisation should be increased to £10,000. This would increase the scale and scope of activity that could be funded and provide greater certainty for the voluntary groups being funded.
- 5.13 It was agreed at Environment Scrutiny Committee on 14 January 2014 that Sustainable City Grants awards up to and including £5,000 would be approved by officers, with awards from £5,001- £10,000 to be approved by the Executive Councillor inviting comments from the Chair and Spokes of the relevant scrutiny committee. It is proposed that these approval thresholds should be retained under any commissioning arrangements.

#### **4. Implications**

##### **(a) Financial Implications**

Reducing the budget for Sustainable City Grants from £50,000 to £30,000 per annum would make an ongoing contribution to the Council's savings targets of £20,000 per year.

##### **(b) Staffing Implications** (if not covered in Consultations Section)

There are no significant staffing implications from the proposed changes to the Sustainable City Grants. If a commissioning approach is adopted, the need for Community Development staff to administer the annual grants process would cease and funding agreements would instead be negotiated with voluntary and community groups by staff in Corporate Strategy.

##### **(c) Equal and Poverty Implications**

An Equality Impact Assessment (EqIA) has been completed and is attached at Appendix B.

##### **(d) Environmental Implications**

A Climate Change rating of the proposals has been carried using the corporate assessment tool. If the proposed changes to the Sustainable City Grants are adopted, the grants will continue to have a medium positive impact on climate change, as they will continue to help:

- Reduce energy consumption by others in Cambridge.
- Increase the proportion of energy consumption by others in Cambridge from solar, wind, biomass or other renewable sources.
- Reduce the amount of waste or increase the level of recycling by others in Cambridge.

(e) **Procurement**

There are no procurement implications associated with the proposed changes to the Sustainable City Grants outlined in this report, as grants to voluntary and community organisations are explicitly excluded from the Council's Contract Procedure Rules.

(f) **Consultation and communication**

The public consultation carried out as part of the review of the Sustainable City Grants is set out at 4.1 to 4.3 and a summary of the consultation responses is provided in Appendix A.

(g) **Community Safety**

There are no community safety implications to the changes proposed in this report.

## **5. Background papers**

No background papers were used in the preparation of this report.

## **6. Appendices**

Appendix A – Summary of consultation responses

Appendix B – Equality Impact Assessment

## **7. Inspection of papers**

If you have a query on the report please contact:

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Author's Phone Number: 01223 - 457043  
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## Appendix A - Sustainable City Grants Review Summary of Consultation Responses

### 1. Respondents

Answer Options	Response Percent	Response Count
An individual resident who lives within the city boundary.	59.4%	22
A voluntary organisation funded by the City Council's Sustainable City Grants in the past 3 years	29.7%	11
A voluntary organisation funded by other City Council grants in the past 3 years	10.8%	4
A voluntary organisation not funded by the City Council in the past 3 years	0.0%	0
A user of a voluntary organisation which has been funded by the City Council's Sustainable City Grants	0.0%	0

Answered question: 37 respondents

Did not answer question: 1 respondents

### 2. Names of Organisations Responding

Transition Cambridge, Cambridge Carbon Footprint, Cambridge Friends of the Earth, Cambridge Re-Use, CycleStreets, The Wildlife Trust for Bedfordshire, Cambridgeshire & Northamptonshire, Close the Door campaign, Oblique Arts, Cambridge CVS, Centre 33, The Friends of Histon Rd Cemetery, BeNeRa (Bentley/Newton/Raleigh residents association)

### 3. What would be the level of impact on your organisation if the annual budget for Sustainable City Grants was reduced from £50,000 to £30,000?

Answer Options	Response Percent	Response Count
No impact	20.0%	3
Reduce services	60.0%	9
Stop services	20.0%	3
Group would fold	0.0%	0

Answered question: 15 responses

Did not answer question: 23 responses

### 4. Given the City Council's overall financial context and the amount of funding generally awarded during the main grant round in recent years, do you agree that the annual budget for Sustainable City Grants should be reduced from £50,000 to £30,000?

Answer Options	Response Percent	Response Count
Yes	32.0%	8
No	68.0%	17

Answered question: 24 respondents  
 Did not answer question: 14 respondents

**Comments by those who answered 'Yes'**

<b>Summarised comments</b>	<b>City Council response</b>
<p>The Council is under increasing financial pressure. Discretionary spending on issues such as sustainability should be reduced, and spending should be focussed on basic services or helping those local residents who need help most</p>	<p>The context for this review is the very challenging financial situation facing local government. The Council's Mid-Year Financial Review published in October 2013 set out a significant savings requirement of around £6m over the next 4 years. Difficult decisions have already been taken which have delivered the savings requirement for 2014/15 but on-going reviews and more difficult decisions are needed in order to deliver additional savings for 2015/16 and beyond.</p>
<p>Given the pressure on the Council's finances, this whole budget area should simply be stopped and the money either saved or re-allocated to more deserving causes. Sustainability or reducing climate change is simply not a priority that many residents would support in the current economic downturn.</p>	<p>We are working hard to ensure our statutory services are as efficient as possible (such as refuse collection, street cleaning, development control and environmental health). Sustainability remains a priority for the City Council, but it is likely however that a large proportion of the savings we have to make will need to come from discretionary services, which include voluntary sector grants such as the Sustainable City Grants. It is anticipated that the proposed commissioning approach will maximise the impact of the remaining funding on sustainability issues.</p>
<p>We can see the logic of the reduction in the financial context. We understand the council's financial situation and see that cuts have to be made where possible.</p>	<p>The Sustainable City Grants are one aspect of the City Council's wider approach to climate change and sustainability issues. The Council's current Climate Change Strategy sets out a five-year programme of activity to address climate change, through actions such as:</p> <ul style="list-style-type: none"> <li>• Reducing emissions from the Council's own estate and operations.</li> <li>• Improving the energy efficiency of Council homes.</li> <li>• Securing high sustainability standards in new developments through the Local Plan and planning policy.</li> <li>• Providing advice and financial support to residents to improve the energy efficiency of their homes.</li> <li>• Promoting recycling and providing recycling services.</li> </ul>
<p>The City Council should use its own powers to do more to tackle climate change, rather than giving grant funding to voluntary groups, e.g. refuse permission to cut down trees, doing more to promote re-cycling etc</p>	<p>The Sustainable City Grants are one aspect of the City Council's wider approach to climate change and sustainability issues. The Council's current Climate Change Strategy sets out a five-year programme of activity to address climate change, through actions such as:</p> <ul style="list-style-type: none"> <li>• Reducing emissions from the Council's own estate and operations.</li> <li>• Improving the energy efficiency of Council homes.</li> <li>• Securing high sustainability standards in new developments through the Local Plan and planning policy.</li> <li>• Providing advice and financial support to residents to improve the energy efficiency of their homes.</li> <li>• Promoting recycling and providing recycling services.</li> </ul>



## Comments by those who answered 'No'

Summarised comments	City Council response
<p>Climate change and sustainability are vitally important issues for the future and should be prioritised by the Council above other issues.</p>	<p>Sustainability remains a priority for the City Council, as demonstrated by the commitments and activity set out in the Council's current Climate Change Strategy and other environmental policies such as the Nature Conservation Strategy, the developing Arboricultural Strategy and the developing Environmental Policy. However the Council faces a significant savings requirement and it is likely that a large proportion of the savings we have to make will need to come from discretionary services, which include voluntary sector grants such as the Sustainable City Grants. It is anticipated that the proposed commissioning approach will maximise the impact of the remaining funding on sustainability issues.</p>
<p>The City Council has expended considerable effort in establishing a strong reputation in the sustainability arena, which will be undermined by reducing the Sustainable City Grants funding.</p>	
<p>The quality of life for Cambridge residents is intimately bound up with the quality of the local environment. Funding of voluntary groups to both engage with the policy making process in these areas and to implement practical projects to improve the local environment and enhance biodiversity is important in these times of rapid development in Cambridge.</p>	
<p>Creative, grassroots sustainability initiatives should be supported as much as possible by the City Council. Such groups are underfunded, given the scale of the challenges faced. This is a very small overall part of the Council budget, but the small grants of £1k-5k that it has enabled can make a very significant difference to the work of these organisations, for whom such grants can be the difference between a worthwhile project going ahead or not</p>	<p>We recognise the contribution that voluntary and community groups have made to promoting sustainability, and acknowledge that local projects such as Cambridge Carbon Footprint's Carbon Conversations project have been rolled out nationally. The Sustainable City Grants have helped support and stimulate some of this activity in the city over a number of years. Although a more limited amount of funding will be available overall, we believe that by adopting a commissioning approach we will be able to work with voluntary groups to identify innovative projects that will deliver the Council's environmental objectives.</p>
<p>The Sustainable City Grants have supported pilot projects which have been rolled out more widely locally, regionally and nationally. By reducing the total amount of funding available, the City Council will reduce the likelihood of such projects developing in future.</p>	
<p>The £30,000 awarded in October each year can be explained by a number of factors other than low demand:</p> <ul style="list-style-type: none"> <li>• Council officers assess each application against the criteria for the grants and make recommendations to the Executive Councillor as to how much funding each applicant should receive. In some cases the amount awarded is lower than the amount originally applied for. Consequently, in the total amount applied for exceeds the total amount awarded.</li> <li>• An annual grants round may not suit the way that some local groups operate.</li> </ul>	<ul style="list-style-type: none"> <li>• As the Sustainable City Grants are public money, all applications are currently carefully assessed the Council's environmental objectives. Projects which do not fully meet these criteria do not receive the full funding applied for. In some cases the Council may also take the view that the project outcomes could be delivered with less grant funding, so a lower amount is awarded than has been applied for.</li> <li>• While it may not entirely suit the way that some local groups may prefer to operate, an annual grants round enables</li> </ul>

<b>Summarised comments</b>	<b>City Council response</b>
<p>Some groups develop projects at short notice in response to opportunities or the availability of volunteers, so applying for funding six months in advance is not always attractive.</p> <ul style="list-style-type: none"> <li>• Awareness of the grants amongst voluntary and community groups, particularly amongst groups receiving funding from other City Council grant schemes.</li> </ul>	<p>the City Council to compare the applications received and support the projects which have the most merit. If grants are allocated in a piecemeal manner over the course of the year there is the risk that this may not always be the case.</p> <ul style="list-style-type: none"> <li>• The grants have been available for a number of years and are actively promoted by the council to local voluntary and community groups prior to each application round.</li> </ul>
<p>A range of views were expressed on what level of funding should be allocated to the Sustainable City Grants:</p> <ul style="list-style-type: none"> <li>• Increasing the total amount of grant funding to reflect the importance of sustainability issues</li> <li>• Keeping the Sustainable City Grants budget at £50,000 and finding the £20,000 saving should be found in other areas of Council spending.</li> <li>• Reducing the total funding available, but retaining a small grant allocation for innovative projects that local groups may come up with during the financial year.</li> </ul>	<p>We have considered adopting a mixture of a commissioning approach and a smaller grants pot for innovative projects. However, it is our view that this would not maximise the impact of the reduced funding in the way that a commissioning approach would, and would be less efficient for the Council to administer.</p>

**5. Do you agree that the City Council should use the funding to commission voluntary sector organisations to deliver activities that would help achieve our environmental objectives, rather than holding an annual grants application round where voluntary groups can put forward suggested activities for funding?**

<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Yes	50.0%	12
No	50.0%	12

**Comments by those who answered 'Yes'**

<b>Summarised comments</b>	<b>City Council response</b>
<p>Commissioning would be a more efficient and cost effective use of the Council's resources. If support is well directed towards those who are likely to deliver well, such a scheme has a good chance of enhancing the capacity of local environmental organisations and helping to achieve the Council's</p>	<p>Following the review, it is our view that the proposed commissioning approach would be more efficient to administer, and will maximise the impact of the remaining funding on sustainability issues.</p>

environmental goals and support the quality of life of Cambridge residents.	
Yes, but there should be an open opportunity for voluntary sector organisations to bid for these activities, as there may be organisations locally that would be able to deliver and may not be currently receiving funding	The proposed commissioning model would allow local voluntary and community groups to submit expressions of interest in deliver projects which meet the council's stated commissioning priorities. Projects would then be commissioned which most closely meet the priorities.

### Comments by those who answered 'No'

Summarised comments	City Council response
Loss of creativity and innovation – Moving to a commissioning process would mean that many imaginative projects that civil society groups come up with are unable to run. The annual grants application round allows a great deal more flexibility, innovative and creative input and work than a commissioning process is likely to allow.	While an open grants process allows groups scope to identify innovative ways of working, projects currently still have to meet the criteria for the grants and not all proposals are supported. Under the proposed commissioning arrangements, the Council will identify the issues that it wishes to address based on its existing environmental projects, but local voluntary and community groups would be invited to submit expressions of interest in deliver projects which meet the council's stated commissioning priorities. This approach will still allow significant scope for creativity for those groups involved in the commissioning process.
A commissioning approach can increase the dependency of voluntary groups on the commissioning body and make them more nervous of campaigning or putting their views across, even where this may be in the public best interest and it could fundamentally change the relationship between the Council and the local voluntary sector, to the detriment of a vibrant and active local voluntary and community group scene.	We recognise that groups might feel less willing to challenge City Council policy if they are receiving funding from us, either in the form of grant funding or commissioned activity. However, the Council welcomes all input and comment into its decision and policy making processes. Any such comments are not a consideration in assessing grants applications currently, and would not be under any future commissioning arrangements.
Where there is a particular service or activity that a voluntary organisation carries out for the City Council, then the move to a Service Level Agreement or commissioning approach can work. However, for smaller voluntary organisations or community groups, maintaining a small grants pot may be better as it would allow for new or existing groups to seek funding for worthwhile projects, without being disadvantaged. The	Although all groups would be able to submit expressions of interest, we recognise that the proposed commissioning approach is likely to lead to fewer, larger grants being allocated to a smaller number of organisations that are able to deliver activities which address our environmental priorities. However, it is our view that this approach would maximise the impact of the available funding.

<b>Summarised comments</b>	<b>City Council response</b>
<p>best approach is likely to be a balance between a SLA / commissioning approach and a grants approach, depending on the service provided and the voluntary organisation involved.</p>	<p>We have considered adopting a mixture of a commissioning approach and a smaller grants pot for innovative projects. However, this would not maximise the impact of the reduced funding in the way that a commissioning approach would, and would be less efficient for the Council to administer.</p>
<p>The proposed change could shift the relationship from a collaborative one, where groups identify issues and work with the Council to address them, to one where the initiative comes solely from the Council. Effectively, this changes such groups into service providers rather than running projects that their supporters have found is needed. In this situation it can feel like work is being shifted from the Council budget to the voluntary sector, or the voluntary sector becomes a low cost replacement for the obligations placed on the Council - either by statute or democratic process.</p>	<p>We recognise the potential for this shift in the relationship between the City Council and voluntary groups in relation to the Sustainable City Grants. However, the model of commissioning that we are proposing would be more collaborative than a pure commissioning approach. It is our intention that the Council would identify the broad issues that it wishes to address based on the priorities set out in its environmental policies, but then it would work with voluntary sector organisations to develop projects that would address these issues, but also the priorities identified by the groups themselves.</p>

# Cambridge City Council Equality Impact Assessment



Completing an Equality Impact Assessment will help you to think about what impact your strategy, policy, plan, project, contract or major change to your service may have on people that live in, work in or visit Cambridge, as well as on City Council staff.

The template is easy to use. You do not need to have specialist equalities knowledge to complete it. It asks you to make judgements based on evidence and experience. There are guidance notes on the intranet to help you. You can also get advice from Suzanne Goff, Strategy Officer on 01223 457174 or email [suzanne.goff@cambridge.gov.uk](mailto:suzanne.goff@cambridge.gov.uk) or from any member of the Joint Equalities Group.

## 1. Title of strategy, policy, plan, project, contract or major change to your service:

Review of Sustainable City Grants

## 2. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?

Since 2012/13, the City Council has had a single budget of £50,000 for grants to local voluntary and community groups to support projects which address the Council's environmental priorities. It was agreed at the council's Environment Scrutiny Committee on 14 January 2014 that officers would carry out a review of the Sustainable City Grants and report back in July 2014 with recommendations about future budgets and arrangements.

As part of the review, officers carried out public consultation on the proposed changes over a 12 week period from January to April 2014. Local voluntary and community groups and Cambridge residents were invited to complete a survey on the Council's website. During the consultation period officers also offered to meet with local voluntary and community groups to discuss the review in more detail. In response to this offer, a meeting was held with representatives from Cambridge Carbon Footprint in April 2014.

Following the conclusion of the review, officers are recommending that:

- The budget for the Sustainable City Grants is reduced to £30,000 from 2015/16 onwards and to cash limit the grants from this point forwards.
- To move from a grant funding approach to a commissioning approach for the Sustainable City Grants from 2015-16 onwards.

**3. Who will be affected by this strategy, policy, plan, project, contract or major change to your service? (Please tick those that apply)**

- Residents  
 Visitors  
 Staff

A specific client group or groups (please state):

The grants are open to community and voluntary groups in Cambridge, who will be affected by any changes made to the grants following the review.

**4. What type of strategy, policy, plan, project, contract or major change to your service is this? (Please tick)**

- New  
 Revised  
 Existing

**5. Responsible directorate and service**

Directorate: Chief Executive's Department

Service: Corporate Strategy

**6. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service?**

- No  
 Yes (please give details):

Corporate Strategy currently holds the budget for the Sustainable City Grants, but the grants are currently administered by Community Development as part of the Council's wider annual grants allocation process.

## 7. Potential impact

Please list and explain how this strategy, policy, plan, project, contract or major change to your service could **positively** or **negatively** affect individuals from the following equalities groups.

When answering this question, please think about:

- The results of relevant consultation that you or others have completed (for example with residents, people that work in or visit Cambridge, service users, staff or partner organisations).
- Complaints information.
- Performance information.
- Information about people using your service (for example whether people from certain equalities groups use the service more or less than others).
- Inspection results.
- Comparisons with other organisations.
- The implementation of your piece of work (don't just assess what you think the impact will be after you have completed your work, but also think about what steps you might have to take to make sure that the implementation of your work does not negatively impact on people from a particular equality group).
- The relevant premises involved.
- Your communications.
- National research (local information is not always available, particularly for some equalities groups, so use national research to provide evidence for your conclusions).

**(a) Age** (any group of people of a particular age, including younger and older people – in particular, please consider any safeguarding issues for children and vulnerable adults)

Some of the projects funded by the Sustainable City Grants in the past three years have had a positive impact on younger and older people. For example grants have been awarded to:

- a young people's digital production project to raise awareness of environmental issues in the city.
- a cycling skills and bicycle maintenance project for isolated young carers.
- learning events for children, young people and families in Easter holidays to understand wildlife and their local environment.

One of the Council's key environmental objectives is to 'tackle the causes and consequences of climate change', including managing climate change risks. Research suggests that impacts of climate change are likely to be felt hardest by vulnerable people, including older people. The Sustainable City Grants have supported projects which aim to build local resilience to the impacts of climate change, for example through promoting sustainable food production, allotment and community gardening projects, and one-to-one eco-coaching projects that help residents to think through their energy, travel and waste habits and usage.

Although it is proposed to reduce the overall budget for the Sustainable City Grants and to commission activity which meets the Council's environmental objectives, it is not anticipated that this would prevent projects that benefit older and younger people from receiving funding.

**(b) Disability** (including people with a physical impairment, sensory impairment, learning disability, mental health problem or other condition which has an impact on their daily life)

The priorities for the Sustainable City Grants are primarily environmental, so as a result, none of the projects funded through the Sustainable City Grants in the past three years have been targeted specifically at people with disabilities. However, it is possible that the beneficiaries of some of the projects may have had disabilities. It is proposed that in future the Council will commission activity which more closely meets the objectives of the Council's environmental policies and objectives, so it is anticipated that this will remain the case in future.

**(c) Gender**

The priorities for the Sustainable City Grants are primarily environmental, so as a result, none of the projects funded through the Sustainable City Grants in the past three years have been targeted specifically at men or women. It is proposed that in future the Council will commission activity which more closely meets the objectives of the Council's environmental policies and objectives, so it is anticipated that this will remain the case in future.



**(d) Pregnancy and maternity**

The priorities for the Sustainable City Grants are primarily environmental, so as a result, none of the projects funded through the Sustainable City Grants in the past three years have been targeted specifically at people who are pregnant or on maternity leave. However, it is possible that the beneficiaries of some of the projects may have been pregnant or on maternity leave. It is proposed that in future the Council will commission activity which more closely meets the objectives of the Council's environmental policies and objectives, so it is anticipated that this will remain the case in future.

**(e) Transgender (including gender re-assignment)**

The priorities for the Sustainable City Grants are primarily environmental, so as a result, none of the projects funded through the Sustainable City Grants in the past three years have been targeted specifically at transgender people. However, it is possible that the beneficiaries of some of the projects may have included transgender people. It is proposed that in future the Council will commission activity which more closely meets the objectives of the Council's environmental policies and objectives, so it is anticipated that this will remain the case in future.

**(f) Marriage and Civil Partnership**

The priorities for the Sustainable City Grants are primarily environmental, so as a result, the projects funded through the Sustainable City Grants in the past three years are not likely to have had a differential impact on people due to their marital or civil partnership status. It is proposed that in future the Council will commission activity which more closely meets the objectives of the Council's environmental policies and objectives, so it is anticipated that this will remain the case in future.

**(g) Race or Ethnicity**

The priorities for the Sustainable City Grants are primarily environmental, so as a result, none of the projects funded through the Sustainable City Grants in the past three years have been targeted at particular ethnic groups. It is proposed that in future the Council will commission activity which more closely meets the objectives of the Council's environmental policies and objectives, so it is anticipated that this will remain the case in future.

### **(h) Religion or Belief**

The priorities for the Sustainable City Grants are primarily environmental, so as a result, none of the projects funded through the Sustainable City Grants in the past three years have been targeted at particular religious groups. It is proposed that in future the Council will commission activity which more closely meets the objectives of the Council's environmental policies and objectives, so it is anticipated that this will remain the case in future.

### **(i) Sexual Orientation**

The priorities for the Sustainable City Grants are primarily environmental, so as a result, none of the projects funded through the Sustainable City Grants in the past three years have been targeted specifically at lesbian, gay or bisexual people. However, it is possible that the beneficiaries of some of the projects may have included lesbian, gay or bisexual people. It is proposed that in future the Council will commission activity which more closely meets the objectives of the Council's environmental policies and objectives, so it is anticipated that this will remain the case in future.

### **(j) Other factors that may lead to inequality – in particular – please consider the impact of any changes on low income groups or those experiencing the impacts of poverty (please state):**

Although the priorities for the Sustainable City Grants are primarily environmental, some of the projects funded by the Sustainable City Grants in the past three years have had a positive impact on low income groups. For example, the grants have supported:

- volunteering activities, including recycling activity and conservation of wildlife sites and local nature reserves. Volunteering experience can help reduce social isolation and help develop the skills and employability of volunteers.
- A number of projects which have raised awareness of how individuals can reduce their carbon footprint through reducing energy consumption, minimising food waste sustainable travel. This advice can also help people on low incomes to reduce their costs.

The proposed commissioning approach will enable the Council to support projects which meet both its environmental objectives and its wider policy objectives, including reducing poverty. For example, this could include support projects which help reduce energy and water costs and food waste. It could also include supporting projects which seek to engage people who are less likely to be engaged in environmental activities and action to reduce climate change, including low income groups. It is likely that this emphasis on wider policy objectives will lead to more projects being funded through the Sustainable City Grants which help support low income groups.

## 8. If you have any additional comments please add them here

None

## 9. Conclusions and Next Steps

- If you have not identified any negative impacts, please sign off this form.
- If you have identified potential negative actions, you must complete the action plan at the end of this document to set out how you propose to mitigate the impact. If you do not feel that the potential negative impact can be mitigated, you must complete question 8 to explain why that is the case.
- If there is insufficient evidence to say whether or not there is likely to be a negative impact, please complete the action plan setting out what additional information you need to gather to complete the assessment.

All completed Equality Impact Assessments must be emailed to Suzanne Goff, Strategy Officer, who will arrange for it to be published on the City Council's website.  
Email [suzanne.goff@cambridge.gov.uk](mailto:suzanne.goff@cambridge.gov.uk)

## 10. Sign off

Name and job title of assessment lead officer: David Kidston, Strategy and Partnerships Manager

Names and job titles of other assessment team members and people consulted:

Date of completion: 1 July 2014

Date of next review of the assessment:

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To: Executive Councillor for Finance and Resources:  
Councillor George Owers  
Report by: David Kidston, Strategy and Partnerships Manager  
Relevant scrutiny committee: Strategy & Resources 14/7/2014  
Scrutiny Committee  
Wards affected: All

## ANTI-POVERTY STRATEGY

### Key Decision

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### 1. Executive summary

1.1 The City Council will develop an Anti-Poverty Strategy with the aim of improving the standard of living and daily lives of those residents in Cambridge who are currently experiencing poverty, but also to alleviate issues that can lead households to experience financial pressures. The aim of the Strategy is to bring greater focus and coordination to the Council's existing efforts to address poverty, while identifying areas where the Council can have even greater impact. This report sets out the broad approach for the development of the Strategy and proposes some draft objectives for public consultation.

### 2. Recommendations

The Executive Councillor is recommended:

- 1) To approve the draft objectives for the Anti-Poverty Strategy, as set out at 4.10
- 2) To approve use of the draft objectives for the Anti-Poverty Strategy, set out at 4.10, as the interim objectives for the Sharing Prosperity Fund until the final Strategy is completed
- 3) To approve the proposed approach and timescales for developing the Anti-Poverty Strategy, as set out at 4.11

### 3. Background

3.1 Despite the national economic downturn, the Cambridge economy has continued to thrive. The city is a national centre for higher education and research and development, with employment in these sectors

over 10 and 8 times higher than the national shares of employment respectively<sup>1</sup>. It also has a globally significant hi-tech and bio-technology economy that provides 19% of employment in the City. In the wider Greater Cambridge sub-region (which includes the districts of Cambridge City and South Cambridgeshire), there are over 1,525 technology companies with more than 54,000 employees and a combined revenue over £12bn<sup>2</sup>. Cambridge also has a substantial tourism industry that generates annual expenditure of £351m<sup>3</sup>.

### 3.2 The City Council has played an active role in supporting economic growth in the City, through:

- Developing a new Local Plan, which aims to support the growth of key sectors in the Cambridge economy (such as higher education, research and knowledge-based industries, tourism and retail), but also those businesses which provide essential services for the City.
- Working with Cambridgeshire County Council and South Cambridgeshire District Council to negotiate a City Deal with Government, which could lead to up to £1 billion additional investment in transport infrastructure, affordable housing and skills provision needed to sustain economic growth in the Greater Cambridge area.
- Engaging with the Cambridge and Peterborough Local Enterprise Partnership (LEP), which is working to address skills barriers, support business growth, improve the transport network and increase digital connectivity across the LEP area.

### 3.3 As a result of the relative strength of the Cambridge economy:

- average earnings for Cambridge residents increased fairly consistently from 2002 to 2012 and are currently higher in the city (£571.7 per week) than the national average (£518.1 per week)<sup>4</sup>. The mean annual income in Cambridge was £37,211 in 2012<sup>5</sup>.
- there are more jobs available per capita (jobs density) within Cambridge (1.08) than there are nationally (0.78)<sup>6</sup>.

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<sup>1</sup> Cambridgeshire Insight, Cambridge Economic Assessment, 2013

<sup>2</sup> Greater Cambridge City Deal Document, 2014

<sup>3</sup> Cambridgeshire Insight, Cambridge Economic Assessment, 2013

<sup>4</sup> NOMIS, Earnings by residence, 2013

<sup>5</sup> CACI 2012, via Hometrack. Published in Chapter 10, Table 1, Cambridge Sub-Regional Strategic Housing Market Assessment (SHMA)

<sup>6</sup> NOMIS, Job density, 2012

- the East of England Forecasting Model estimates that Gross Value Added (GVA) per capita (a measure of general prosperity) is significantly higher than the average UK figure, possibly reflecting the high jobs density in the district.
- The level of unemployment in the City in 2013 (5.0%) was also lower than the East of England average (6.1%) and national average (7.5%) for the same period<sup>7</sup>.

3.4 However it is important that the benefits of prosperity are shared by all City residents, including the least well-off. A more thorough review of the evidence base is required, but the evidence available currently shows that despite the success of the Cambridge economy as a whole, a significant proportion of people are experiencing poverty. For example:

- The Indices of Multiple Deprivation (IMD) 2010 show that there are two Lower Super Output Areas (LSOAs)<sup>8</sup> in Cambridge which fall within the 20% most deprived LSOAs in the country. These two LSOAs are both in Kings Hedges ward<sup>9</sup>. There are a further 18 LSOAs that fall within the 40% most deprived LSOAs in the country
- To illustrate the varying levels of prosperity in the City, there are also 13 LSOAs in Cambridge which are amongst the 20% least deprived LSOAs in the country. These LSOAs are in Castle, Cherry Hinton, Newnham, Queen Edith's, and West Chesterton wards.
- Although average earnings have increased in Cambridge over the past decade, the lower quartile household income in 2012 was £15,700<sup>10</sup> and a significant proportion of households living in wards in the north and east of the City (Market, Abbey, King's Hedges, Arbury and East Chesterton) have an annual income of less than £20,000<sup>11</sup>.
- A significant proportion of Cambridge residents are in receipt of benefits. For example, Cambridge City Council data shows that in 2013 the number of households claiming Housing Benefit was just over 8,000, out of a total of 46,714 households in the City. Housing

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<sup>7</sup> NOMIS, Employment and unemployment rates, January 2013-December 2013. Figures provided are for those who are aged 16-64 and economically active. This includes students who are working, but not students are not working or seeking work.

<sup>8</sup> Lower Super Output Areas (LSOAs) are subsets of wards that are used by the Office for National Statistics for statistical purposes. Each LSOA contains about 1,200 households and there are a total of 68 LSOAs in Cambridge

<sup>9</sup> The Index of Multiple Deprivation 2010 (IMD) is a single measure of deprivation which brings together seven different domains (individual indices).

<sup>10</sup> CACI 2012, via Hometrack. Published in Chapter 10, Table 1, Cambridge Sub-Regional Strategic Housing Market Assessment (SHMA)

<sup>11</sup> CACI Paycheck 2010, via the Cambridge Economic Assessment

benefit claimants are concentrated in particular areas within the City, with half of the City's Housing Benefit claimant's living in one fifth of the City's Output Areas<sup>12</sup>.

- Some groups of people are more likely to be claiming Housing Benefit. For example, pensioners make up a third of all households claiming Housing Benefit in Cambridge. Nearly one pensioner household in five (18%) in the City is claiming Housing Benefit, while more than one in three (38%) single pensioner households (74%) in the City are claiming Housing Benefit.
- Almost four out of five lone parent households in the City claim housing benefit.
- 13.3% of children are living in poverty in Cambridgeshire<sup>13</sup>, based on the national definition of child poverty in the Child Poverty Act 2010<sup>14</sup>. In 2013, 17% of children in Cambridge were living in a household that was claiming housing benefit.
- The Cambridge City Foodbank helped 2,390 people in crisis during the 2012/2013 financial year, which was double the number of people in the previous year.
- Although the average energy efficiency of properties within Cambridge is comparable to the national average, there are 5,800 households in the City living in fuel poverty. Households in the private rented sector are more likely to experience fuel poverty than those living in other tenures.
- There are significant health inequalities within the City. The latest data available from the Indices of Multiple Deprivation shows that life expectancy for men is 8.7 years longer in the highest ranked LSOA than the lowest, and 10.5 years longer for women.

3.5 In addition to those people in the City who are experiencing poverty, a combination of factors mean that an increasing number of people are struggling financially and may be at risk of poverty. These factors include:

- Although there are a large number of job opportunities within Cambridge, this does not necessarily mean that they are all available to Cambridge residents. Just over 20,000 people travel into Cambridge to work, taking up a large proportion of 'high value'

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<sup>12</sup> Output Areas are subsets of wards that are used by the Office for National Statistics for statistical purposes. Each LSOA contains about 120 households.

<sup>13</sup> Cambridgeshire Children's Trust, Cambridgeshire Child Poverty Strategy 2011-2014

<sup>14</sup> The proportion of children (those aged 0-16 or 16-19 who are dependent on their families) who are either receiving means-tested benefits, or tax credits where the family has an income of less than 60% of median income.



occupations. Cambridge is the third largest travel to work (TTWA) area in the East of England, and is one of two TTWAs in the region which are net importers of workers.

- While average earnings in Cambridge have increased in absolute terms in recent years, wages have declined in 'real' terms. A recent report by the Centre for Cities found that average weekly earnings fell by £2 per week in 'real' terms between 2011 and 2012<sup>15</sup>.
- The rising cost of living in Cambridge, including energy bills, food prices and transport costs, makes it more difficult for low income households to get by. Housing affordability is a particular issue in Cambridge. In 2013/14 the average private rent in the City was £912 per month, with the average lower quartile rent for the same period was £563 per month<sup>16</sup>. The average house price in Cambridge in September 2013 was £361,164, which is 9.3 times average earnings<sup>17</sup>. The lower quartile house price was £216,500, which was 14.08 times the lowest quartile of earnings.
- As a result of high rental costs, an increasing number of working households in Cambridge are claiming housing benefit. Between January 2011 and February 2014 the number of working households in Cambridge who are claiming housing benefit rose from 1,020 to 1,439, which represents a 41% increase.<sup>18</sup> Over the same period, the total number of working age housing benefit claimants in the city increased from 5,062 to 5,326.
- The impact of national welfare reforms, including the introduction of the Spare Room Subsidy. 464 households renting from the Council were affected by the Spare Room Subsidy, which represents 6.35% of all City Homes tenants. A further 223 housing association households were similarly affected.

## **4. Developing an Anti-Poverty Strategy**

- 4.1 The City Council will develop an Anti-Poverty Strategy with the aim of improving the standard of living and daily lives of those residents in Cambridge who are currently experiencing poverty, but also for those who are financially vulnerable or at risk of poverty. This is likely to include those who are currently receiving out-of-work benefits, but also the 'working poor' who may be in receipt of tax credits and in-work benefits. The Strategy will also focus on people living in all tenures, including those in the private rented sector as well Council and social housing tenants.

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<sup>15</sup> Centre for Cities (2013), Cities Outlook 2013

<sup>16</sup> Valuation Office, Private Rental Market Statistics

<sup>17</sup> Hometrack Automated Valuation Model.

<sup>18</sup> Department of Work and Pension (DWP).

- 4.2 There are a range of different factors which contribute to poverty, many of which the City Council is not able to influence directly or on its own. However, the City Council can have a direct impact on poverty through the types of services it provides, how these services are targeted, and how it spends its capital and revenue budgets.
- 4.3 The City Council already carries out a wide range of activity which supports residents living on low incomes, ranging from existing support for Credit Unions to energy efficiency advice for households, from targeted sport development work to providing affordable and accessible community facilities (see Appendix A for a full list of City Council services and activities which support financially vulnerable residents).
- 4.4 The aim of the Anti-Poverty Strategy is to bring greater focus and coordination to the Council's existing efforts to address poverty, while identifying areas where the Council can have even greater impact. In the future this will include both new initiatives that will improve the lives of residents experiencing poverty, and opportunities to refocus existing services. For example, a number of proposed new initiatives have already been identified for 2014/15:
- Considering becoming a Living Wage employer accredited by the Living Wage Foundation. Since April 2013, the Council has paid all its own employees the Living Wage. A Living Wage is considered the minimum wage needed to provide "adequate income" to ensure social inclusion for an individual or their family, particularly in a City such as Cambridge where the cost of living is high. To become an accredited employer the City Council would also need to adopt a living wage policy in respect of contractor. As set out in a separate report by the Head of Legal Services to this Committee on 14 July 2014, the proposed policy would require contractors to pay the Living Wage to Qualifying Staff unless it would be unlawful or inappropriate to do so.
  - Exploring how the Council can further support and promote the services offered by credit unions in Cambridge. The council has previously provided credit unions with operating space in the Customer Service Centre, promotion in Cambridge Matters and Open Door magazines, and emergency loan grants. It is proposed that an event will be held in November 2014 to bring together the credit unions and other key stakeholders, such as social landlords, Addenbrookes, the Universities and faith groups.

- Extra promotion in Cambridge of the collective County-wide energy-switching scheme, which aims to secure cheaper energy deals for local residents.
  - Reinstating the City Council's free pest control service, which will ensure that residents on low incomes do not have to pay for these services from commercial providers.
- 4.5 New initiatives underpinning the Anti-Poverty Strategy will be funded through the proposed 'Sharing Prosperity Fund', subject to approval of the £500,000 financial contribution to the Fund at full Council on 24 July 2014. The Fund will support one-off fixed term projects which can demonstrate a clear contribution to the interim objectives of the Anti-Poverty Strategy (see 4.10 for a list of the proposed objectives).
- 4.6 In future, proposals to the fund will be made through the budget process by members or officers. A number of new initiatives for 2014/15 have already been identified through proposed amendments to the Council's budget for 2014/15, including:
- Appointing a Living Wage Campaign Officer to promote Living Wage accreditation among businesses and other organisations in Cambridge, such as Colleges and Universities.
  - A Water and Energy Costs Anti-Poverty Scheme, which will promote take-up of water meters and energy and water efficiency measures to residents in low income areas of the City.
  - Additional promotion of energy efficiency measures to residents in low income areas of the City.
  - A Youth Apprenticeship Programme, which will increase the number of apprenticeship opportunities for young people in City Council services.
  - Providing an expanded programme of 'Community Clear-out Days' in the North and South of the city, which will save residents money from disposing of bulky waste.
- 4.7 While the Council can have a direct impact on poverty through the type of initiatives outlined above, much more can be achieved through working in partnership with other organisations. Over the course of the development of the anti-poverty strategy we will need to identify further and more effective partnerships with external organisations from the public, voluntary and private sectors. Examples of the Council's current engagement in partnerships and joint-working arrangements which have an impact on poverty include:

- Working with a wide range of partners to address financial inclusion issues and respond to the effects of national welfare reforms through groups such as Cambridge and Peterborough Financial Capabilities Forum, the DWP Benefit Forum, and the Cambridgeshire Welfare Reform Strategy Group.
- Working with partners on the delivery of the Cambridgeshire Child Poverty Strategy.
- Working with providers of services to young people through the Children and Young People's Area Partnership.
- Providing support for older people in partnership with Cambridgeshire County Council and local housing associations.
- Providing move-on accommodation for adults recovering from mental ill health in conjunction with the County Council and Metropolitan Housing Group.
- Working with GPs and other partners through the Cambridge Local Health Partnership and influencing the Cambridgeshire Health and Wellbeing Board.

4.8 It is proposed that the Anti-Poverty Strategy should cover a three year period from 2014/15 to 2016/17. It will be underpinned by a detailed 1-year action plan, which will be approved by the Executive Council or each year at Strategy and Resources Committee. Officers will report progress on delivery of the action plan annually to the Committee.

4.9 It will be important to measure the impact of the Strategy on poverty in Cambridge. We will measure the outputs from individual projects (e.g. the number of additional residents opening accounts with local Credit Unions), but we will also need to measure the broader outcomes of the Strategy. Some local authorities have used a single measure of poverty to assess the impact of their anti-poverty strategies, such as the proportion of households whose income is less than 60% of the median household income. However, such measures are likely to be influenced as much by national policy changes (e.g. ongoing welfare reforms) and developments in the UK and international economies as by local interventions. As part of the development of the Strategy, it is likely that we will seek to identify a basket of more specific indicators linked to the key objectives of the Strategy.

4.10 During the development of the Strategy, the Council will consult publically upon the specific objectives for the Strategy. The proposed objectives for consultation are:

1	Helping people on low incomes to maximise their income and minimise their costs
2	Making the move into work easier
3	Helping low income families with the cost of raising a child
4	Breaking the link between poor health and poverty
5	Ensuring that vulnerable older people get the services that they need and reducing the social isolation they can experience
6	Helping people with high housing costs and improving the condition of people's homes
7	Working in partnership to tackle wider barriers to employment and engagement (e.g. transport, learning and skills)

4.11 The proposed timescales for the development of the Strategy are set out in the table below:

<b>Action</b>	<b>Date</b>
Further development of the evidence base for the nature of poverty in Cambridge and wider review of the approach adopted by other local authorities	July-August 2014
Initial exploratory meetings with key partner organisations to identify the evidence base, map existing partnership activity, and identify opportunities for future joint working	July-September 2014
Production of an initial draft Anti-Poverty Strategy to inform the City Council's budget process for 2015/16	September 2014
Consideration of the initial draft Anti-Poverty Strategy by Strategy and Resources Committee and approval for consultation	20 October 2014
Wider public consultation for 12 weeks on the draft objectives and suggested activities in the Strategy.	27 October - 16 January
Final draft Anti-Poverty Strategy produced, taking into account the findings of public consultation	February 2015
Anti-Poverty Strategy approved at Strategy and Resources Committee	23 March 2015

4.12 As part of the development of the Strategy, the City Council will consult widely to ensure that it addresses the most important issues for people in the City who are experiencing poverty. As outlined at 4.11, initial discussions will be held between July and September to develop understanding of the key issues and explore the scope for

joint working. This will be followed by full public consultation on an initial draft of the Strategy between November and January. During this period the Council will consult more formally with partners, but will also actively seek the views of local residents. This could include:

- a questionnaire survey publicised via the Council website and other media;
- focus groups or workshops with local residents; and
- one-to one engagement with vulnerable residents via agencies that they trust.

## **5. Implications**

### **(a) Financial Implications**

As outlined at 4.2, the Strategy will primarily seek to co-ordinate and refocus City Council activity so that it focuses on tackling poverty where possible. However, as outlined at 4.4, some additional one-off, fixed term initiatives which contribute to the objectives of the Anti-Poverty Strategy will be supported by the proposed 'Sharing Prosperity Fund', subject to approval of the £500,000 financial contribution to the Fund at full Council on 24 July 2014.

### **(b) Staffing Implications (if not covered in Consultations Section)**

It is anticipated that much of the work to develop and deliver the Anti-Poverty Strategy will be achieved within existing staff resources. However, some of the initiatives proposed to support the Anti-Poverty Strategy listed at 4.4 and 4.6 (e.g. reinstatement of the pest control service, Living Wage Co-ordinator, and the Youth Apprenticeship Programme) will involve the recruitment of a limited number of extra staff.

### **(c) Equality and Poverty Implications**

An initial Equality Impact Assessment has been carried out and is attached for information at Appendix B. A more detailed EqIA will be carried out in October 2014 once the draft Strategy has been completed and prior to the consultation period.

### **(d) Environmental Implications**

Although the action plan for the Strategy is yet to be developed, some of the activities already identified at 4.6 are likely to have a medium positive environmental impact. For example:

- The proposed Water Meter Anti-Poverty Scheme will promote take-up of water meters and water efficiency measures to residents in low income areas of the City, and reduce water consumption and associated carbon emissions.
- The proposed additional promotion of energy efficiency measures to residents in low income areas of the City will reduce energy consumption and associated carbon emissions.

**(e) Procurement**

As outlined at 4.4, to become an accredited Living Wage employer the City Council would also need to adopt a Living Wage policy in respect of contractors. As set out in a separate report by the Head of Legal Services to this Committee on 14 July 2014, the proposed policy would require contractors to pay the Living Wage to Qualifying Staff unless it would be unlawful or inappropriate to do so.

**(f) Consultation and communication**

See 4.12 for an outline of the proposed approach to consultation for the Anti-Poverty Strategy.

**(g) Community Safety**

There are no specific community safety implications for the Strategy as a whole, but some of the actions identified as the Strategy develops may have a positive impact on community safety.

## **5. Background papers**

There are no background papers for this report.

## **6. Appendices**

Appendix A – List of current Cambridge City Council services and activities that have an impact on poverty

Appendix B – Equality Impact Assessment

## **7. Inspection of papers**

To inspect the background papers or if you have a query on the report please contact:

Author's Name: David Kidston  
Author's Phone Number: 01223 - 457043  
Author's Email: david.kidston@cambridge.gov.uk



## Appendix A - List of current Cambridge City Council services and activities that impact on poverty

Strategy Objective	Service	Cambridge City Council activity
<b>1. Helping people on low incomes to maximise their income and minimise their costs</b>	Legal Services, Human Resources	The City Council currently pays all its employees the Living Wage, and is considering seeking accreditation from the Living Wage Foundation as an accredited Living Wage Employer.
	Community Development/ Arts and Recreation	The City Council currently has a budget of £1.2 million for Community Development and Arts and Recreation grants. A report will be going to Community Services Committee on 10 July proposing a reduction in this level of funding and a re-focussing of grants priorities and outcomes on those with highest need (CS Scrutiny 10 July)
	Community Development	Support for Credit Unions, including operating space in the Customer Service Centre, promotion in Cambridge Matters and Open Door, and emergency loan grants.
	Community Development	Raising awareness of problems of loan sharks and door step lenders
	City Homes	Maximising tenants' incomes by helping people to apply for welfare benefits, particularly Housing Benefit.
	City Homes	Supporting people to develop good money managements skills.
	City Homes	Helping people to access grants and charitable donations.
	City Homes	Engaging with agencies such as Christians Against Poverty to support people to manage significant debt.
	City Homes	Utilising services such as the Food Bank for those in crisis.
	City Homes	Providing local emergency accommodation to help reduce the costs of travelling for work/schools
	City Homes	Under occupation incentive scheme: For tenants who are Cambridge City Council tenants for two years or more, incentives offered to move to a smaller property. A grant and removal expenses are given.
	City Homes	Providing a rent advice / debt counselling service to prevent the occurrence of debt and promote advice on debt and welfare.
	Strategic Housing	The Citizens Advice Bureau (CAB) provides debt advice in the Customer Service Centre (CSC) on Wednesday mornings as part of Housing Advice service.

Strategy Objective	Service	Cambridge City Council activity
	Revenues and Benefits	Providing an 'Entitled To' benefits calculator on the Cambridge City Council website which provides details of benefits that residents are entitled to, including the Council Tax Reduction scheme, housing benefit, tax credits, carers allowance and disability incomes.
	Revenues and Benefits	Advising colleagues to award a single person discount when a claim for benefit from a single person household is received.
	Revenues and Benefits	Liaising and supporting work with Citizens Advice Bureau (CAB) and third sector organisations to ensure benefits are claimed.
	Revenues and Benefits	Signposting customers with financial capability issues to Citizens Advice Bureau (CAB), credit unions and Money Matters, who can provide advice on maximising their income and reducing their reliance on expensive credit.
	Revenues and Benefits	Awarding Discretionary Housing Payments (DHP) and signposting residents to Cambridgeshire Local Assistance Scheme and local food banks.
<b>2. Making the move into work easier</b>	Community Development/ Arts and Recreation	The City Council currently has a budget of £1.2 million for Community Development and Arts and Recreation grants. A report will be going to Community Services Committee on 10 July proposing a reduction in this level of funding and a re-focussing of grants priorities and outcomes on those with highest need, including employment support measures.
	Community Development	Supporting and building confidence for vulnerable groups (e.g. training space for Bangladeshi women)
	Community Development	Providing public access to computers in City Council Community Centres
	City Homes	Referring people at risk of homelessness for Outreach Employment Advice
	City Homes	Giving advice on educational training schemes.
	City Homes	Digital Inclusion/Get On-Line: Assists tenants and leaseholders receiving benefits, who have no way of accessing the internet from home, either because they have no hardware, internet connection or both.
	Strategic Housing	Using homelessness grants to fund a specialist employment adviser employed by Cambridge Housing Society (CHS)

Strategy Objective	Service	Cambridge City Council activity
	Revenues and Benefits	The 'Entitled To' benefits calculator on the Cambridge City Council website has an additional function which enables residents to calculate how much better off they would be in work.
	Revenues and Benefits	Using the Cambridge City Council website and mailshots to highlight that working reduces the impact of some of the Welfare Reforms.
	Revenues and Benefits	Signposting customers to Job Centre Plus for support into work and training.
<b>3. Helping low income families with the cost of raising a child</b>	Community Development	Working with Cambridgeshire County Council to provide pre-school childcare space at Buchan Street and Ross Street Community Centres.
	Community Development	Providing capital grants to centres that support food banks
	Community Development	ChYpPS have a partnership with Bristol Scrapstore to provide play pods for schools to encourage active play
	City Homes	Seeking grants for essential items such as school uniform, food bank and social fund grants.
	City Homes	Keeping homeless families within their existing schooling area through the provision of local Emergency accommodation
	Revenues and Benefits	The City Council's Local Council Tax Support scheme for 2013/14 and 2014/15 supports families with a dependent
	Revenues and Benefits	Clear signposting to Cambridgeshire Local Assistance Scheme where there is support with clothing for children and where referrals to food banks are made.
	Revenues and Benefits	Raising awareness of Free School Meals (FSM) provision amongst the Council's current caseload of benefit claimants. In cases where there is an assisted claim for Housing Benefit and it appears there may be entitlement to FSM, a form is automatically completed and sent to the County.
	Arts and Recreation	Providing support for school swimming and teaching children to swim
Refuse and Environment	Promoting access to healthy food and nutrition advice	
<b>4. Breaking the link between poor</b>	Community Development/ Arts and Recreation	The City Council currently has a budget of £1.2 million for Community Development and Arts and Recreation grants. A report will be going to

Strategy Objective	Service	Cambridge City Council activity
<b>health and poverty</b>		Community Services Committee on 10 July proposing a reduction in this level of funding and a re-focussing of grants priorities and outcomes on those with highest need, including the outcome of improving health and wellbeing.
	Community Development	Providing affordable access to community facilities run by both the City Council run and the voluntary sector.
	City Homes	Applying for benefits such as Attendance Allowance which can be used to help pay for care and mobility.
	City Homes	Providing local social hubs which help prevent depression.
	Strategic Housing	Working with health services and other partners in the MEAM project to support a circle of people with multiple needs.
	Strategic Housing	Promoting new affordable housing which meets Level 4 of the Code for Sustainable Homes and investing in energy efficient measures in City Homes housing.
	Revenues and Benefits	Providing advice on access to disability benefits to increase incomes.
	Revenues and Benefits	Taking account of the increased costs of a disability when assessing entitlement to Discretionary Housing Payments (DHP).
	Revenues and Benefits	Meeting with local GP's and other healthcare professionals to promote the link between health, wealth and welfare. We have gained support for not applying a charge for supporting medical evidence if required for Discretionary Housing Payments (DHP)..
	Arts and Recreation	Promoting new 50% concessionary rates at Council-owned leisure sites
	Arts and Recreation	Promotion of free activities such as free swimming sessions
	Arts and Recreation	Free major community events such as The Big Weekend
	Arts and Recreation	Targeted sports development work to compliment NHS services in the community e.g Exercise Referral - run at Council/GLL sites via the LM contract, and at other sites by the Council with NHS funding
	Arts and Recreation	Accessibility to healthy food and nutrition advice
<b>5. Ensuring that vulnerable older people get the</b>	Community Development/Arts and Recreation	The City Council currently has a budget of £1.2 million for Community Development and Arts and Recreation grants. A report will be going to Community Services Committee on 10 July proposing a reduction in this

<b>Strategy Objective</b>	<b>Service</b>	<b>Cambridge City Council activity</b>
<b>services that they need and reducing the social isolation they can experience</b>		level of funding and a re-focussing of grants priorities and outcomes on those with highest need, including older people
	City Homes	Providing lifeline alarms in sheltered housing schemes with 24hr out of hours emergency care support
	City Homes	Providing good quality modern sheltered housing schemes for older people, which incorporate assisted bathrooms and wet rooms
	City Homes	Training staff in sheltered housing schemes to assess the needs of people with regard to assistive technology.
	City Homes	Liaising with other agencies such as Community Navigators, care agencies, social workers and district nurses to ensure that people's care meets their needs.
	Strategic Housing	Cambridgeshire Home Improvement Agency (HIA) – enabling safe, secure and warm housing for older people and others who are vulnerable
	Strategic Housing	Topping up Disabled Facilities Grant funding over and above government grant levels to ensure people needing adaptations do not have to wait for unreasonable lengths of time.
	Strategic Housing	Providing small works in the home through the Safer Homes scheme to help older and vulnerable people to live safely and independently.
	Revenues and Benefits	Liaising with housing providers for older people to promote entitlement to benefits.
	Arts and Recreation	Providing targeted sports development work to compliment NHS services in the community, including work to reduce falls amongst older people
	Arts and Recreation	Supporting Prevention/Forever Active through guidance and grant funding
Arts and Recreation	Providing low cost activities for older people which promote activity and social cohesion e.g Tea Dances and the Mayors Day Out	
<b>6. Helping people with high housing costs and improving the condition of people's homes</b>	Refuse and Environment	Promoting energy efficiency measures through the Green Deal
	Refuse and Environment	Providing advice on reducing energy consumption and collective switching
	Refuse and Environment	Providing advice on reducing water consumption
	Refuse and Environment	GP's prescribing a housing inspection for any property or individuals carrying out self-referrals

<b>Strategy Objective</b>	<b>Service</b>	<b>Cambridge City Council activity</b>
	City Homes	Working with technical officers to introduce energy saving devices into the home.
	City Homes	Working with tenants to secure alternative suitable accommodation via the HOMELINK system.
	Strategic Housing	Promoting new affordable housing which meets Level 4 of the Code for Sustainable Homes and investing in energy efficient measures in City Homes housing.
	Strategic Housing	Cambridgeshire Home Improvement Agency (HIA) – enabling safe, secure and warm housing for older people and others who are vulnerable
	Strategic Housing	Providing a range of grants and loans to older and vulnerable people on low incomes/ savings to improve their homes.
<b>7. Working in partnership to tackle wider barriers to employment and engagement (e.g. transport, learning and skills)</b>	Community Development	The Children & Young People’s Area Partnership for Cambridge and South Cambridgeshire brings providers together under umbrella of Cambridgeshire Children’s Trust
	Community Development	Delivering celebratory equalities events in partnership with other organisations in the city (e.g. Black History Month, International Women’s Day, Disability History Month, LGBT History Month etc)
	Community Development	Working with partners on county wide Child Poverty Strategy
	City Homes	Delivering a tenure neutral city-wide support service for older people, working alongside colleagues in Health and Social care as well as local housing associations
	City Homes	Providing 20 units of move on accommodation for adults recovering from mental ill health, in conjunction with the County Council and Metropolitan Housing Group
	City Homes	Referring tenants aged between 18-64 for floating support to help address poverty and other issues
	Community Development/City Homes	Helping prevent abuse by having robust safeguarding practices in place which identifies vulnerable people at risk of abuse including financial abuse
	Revenues and Benefits	Active participation in a number of groups: Cambridge and Peterborough Financial Capabilities Forum, DWP Benefit Forum, County Welfare

<b>Strategy Objective</b>	<b>Service</b>	<b>Cambridge City Council activity</b>
		Reform Strategy Group, City Council Diversity Forum and Equalities Panel.

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# Cambridge City Council Equality Impact Assessment



Completing an Equality Impact Assessment will help you to think about what impact your strategy, policy, plan, project, contract or major change to your service may have on people that live in, work in or visit Cambridge, as well as on City Council staff.

The template is easy to use. You do not need to have specialist equalities knowledge to complete it. It asks you to make judgements based on evidence and experience. There are guidance notes on the intranet to help you. You can also get advice from Suzanne Goff, Strategy Officer on 01223 457174 or email [suzanne.goff@cambridge.gov.uk](mailto:suzanne.goff@cambridge.gov.uk) or from any member of the Joint Equalities Group.

## 1. Title of strategy, policy, plan, project, contract or major change to your service:

Anti-Poverty Strategy

## 2. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?

The City Council will develop an Anti-Poverty Strategy with the aim of improving the standard of living and daily lives of those residents in Cambridge who are currently experiencing poverty, but also to alleviate issues that can lead households to experience financial pressures. The aim of the Strategy is to bring greater focus and coordination to the Council's existing efforts to address poverty, while identifying areas where the Council can have even greater impact.

This EqIA assesses the likely impacts of the Strategy on people with protected characteristics and those on low incomes. However, the Strategy is in the very early stages of development and the reports sets out the broad approach to developing the Strategy. The EqIA will be revised and updated when the initial draft Strategy is completed in October 2014, and again once the Strategy is finalised in 2015.

## 3. Who will be affected by this strategy, policy, plan, project, contract or major change to your service? (Please tick those that apply)

- Residents
- Visitors
- Staff

A specific client group or groups (please state):

**4. What type of strategy, policy, plan, project, contract or major change to your service is this? (Please tick)**

- New  
 Revised  
 Existing

**5. Responsible directorate and service**

Directorate: Chief Executive's Department

Service: Corporate Strategy

**6. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service?**

- No  
 Yes (please give details):

The Anti-poverty Strategy will be a corporate Strategy, so it is likely that many of the City Council's services will contribute to the delivery of the Strategy, either through delivering particular actions or through refocussing existing services. However, the key services which are currently represented on the Project Board are City Homes, Community Development, Corporate Strategy, Refuse and Environment and Strategic Housing.

While the Council can have a direct impact on poverty through its own services and specific initiatives, much more can be achieved through working in partnership with other organisations. We will engage with a wide range of partners as part of the development of the Strategy to develop a shared understanding of the issues and identify opportunities for joint-working.

## 7. Potential impact

Please list and explain how this strategy, policy, plan, project, contract or major change to your service could **positively** or **negatively** affect individuals from the following equalities groups.

When answering this question, please think about:

- The results of relevant consultation that you or others have completed (for example with residents, people that work in or visit Cambridge, service users, staff or partner organisations).
- Complaints information.
- Performance information.
- Information about people using your service (for example whether people from certain equalities groups use the service more or less than others).
- Inspection results.
- Comparisons with other organisations.
- The implementation of your piece of work (don't just assess what you think the impact will be after you have completed your work, but also think about what steps you might have to take to make sure that the implementation of your work does not negatively impact on people from a particular equality group).
- The relevant premises involved.
- Your communications.
- National research (local information is not always available, particularly for some equalities groups, so use national research to provide evidence for your conclusions).

**(a) Age** (any group of people of a particular age, including younger and older people – in particular, please consider any safeguarding issues for children and vulnerable adults)

As part of the development of the Anti-Poverty Strategy, the Council will review available evidence on the nature of poverty. However, as set out in the report, current evidence suggests that some age groups of people in the City may be more likely to experience poverty. For example:

- in 2013, 17% of children in Cambridge were living in a household that was claiming housing benefit.
- pensioners make up a third of all households claiming Housing Benefit in Cambridge. Nearly one pensioner household in five (18%) in the City is claiming Housing Benefit, while more than one in three (38%) of single pensioner households (74%) in the City are claiming Housing Benefit.

Two of the proposed objectives for the Strategy would help address the impact of poverty on children and older people:

- Helping low income families with the cost of raising a child.
- Ensuring that vulnerable older people get the services that they need and reducing the social isolation they can experience.

**(a) Age** (any group of people of a particular age, including younger and older people – in particular, please consider any safeguarding issues for children and vulnerable adults)

It is likely that the actions that are developed to help achieve the objectives of the Strategy will help address the impact of poverty on young people and older people. For example:

- the proposed Youth Apprenticeship Programme is likely to increase the number of youth apprenticeships available in City Council services, which would have a positive impact on the skills and employability of those young people that benefit from the apprenticeships created.
- If the employment of an officer to promote the living wage within Cambridge results in more businesses and other organisations within the city, including the Universities, paying a Living Wage to their staff, this will have a positive impact on those residents who are currently not paid the Living Wage. There may be a disproportionate representation of some of the protected characteristics amongst those who are currently paid less than the Living Wage in the city. For example, recent national research by the Resolution Foundation (Low Pay Britain, 2012) found that people aged 16-20 (76%), 21-30 (27%) and 60+ (23%) are most likely to receive less than the living wage. However, further research would be needed to demonstrate the impact on particular groups within Cambridge, as trends may differ from those observed nationally.

**(b) Disability** (including people with a physical impairment, sensory impairment, learning disability, mental health problem or other condition which has an impact on their daily life)

Further work is needed as part of the development of the strategy to identify the extent to which people with disabilities are likely to experience poverty in the City. The consultation carried out as part of the review of the council's Community, Arts and Recreation Development Grants has highlighted that disabled people are disproportionately affected by low income. They can face multiple barriers due to both their low income and their disability. For example, they can experience particular barriers to accessing employment which can result in low income which, in turn, can prevent them from accessing social activities such as sports or arts. This can lead to further social isolation and increased mental health issues.

As the Anti-Poverty Strategy develops, it is likely that actions or projects will be identified which have an impact on people with disabilities. Any such impacts will be highlighted in a revised EqIA to accompany the initial draft strategy.

**(c) Gender**

Further work is needed as part of the development of the strategy to identify whether the incidence or experience of poverty differs according to gender in the City.

For example, recent national research by the Resolution Foundation (Low Pay Britain, 2012) found that a higher proportion of women (25%) receive less than the living wage than men (15%). However, further research would be needed to demonstrate the impact on particular groups within Cambridge, as trends may differ from those observed nationally. If the proposed employment of an officer to promote the living wage within the City results in more businesses and other organisations within the City, including the Universities, paying a Living

**(c) Gender**

Wage to their staff, this will have a positive impact on those residents who are currently not paid the Living Wage.

**(d) Pregnancy and maternity**

No differential impact on those who are pregnant or on maternity leave have been currently identified through this assessment, particularly as a result of the objectives for the strategy and the projects that are currently proposed to be funded.

**(e) Transgender (including gender re-assignment)**

No differential impact on transgender people have been currently identified through this assessment, particularly as a result of the objectives for the strategy and the projects that are currently proposed to be funded.

**(f) Marriage and Civil Partnership**

No differential impact on people due to their marriage or civil partnership status have been currently identified through this assessment, particularly as a result of the objectives for the strategy and the projects that are currently proposed to be funded.

**(g) Race or Ethnicity**

The research and consultation carried out as part of the review of the council's Community, Arts and Recreation Development Grants suggests that people from some ethnic groups in the city are more likely to be on low incomes or find it hard to access work due to language or skills barriers. However, further work is needed as part of the development of the strategy to identify whether incidence or experience of poverty differs across ethnic group in the City. As part of this work, we intend to use a forthcoming product from the Office for National Statistics (ONS), which will map demographic data from the 2011 Census by Output Area.

No differential impact on particular ethnic groups have been currently identified through this assessment, either from the proposed objectives for the strategy or the activities currently proposed for funding through the Sharing Prosperity Fund. However, it may be that as the strategy develops, actions or projects are identified which have an impact on particular ethnic groups. Any such impacts will be highlighted in a revised EqIA to accompany the initial draft strategy.

**(h) Religion or Belief**

No differential impact on people due to their religion or belief have been currently identified through this assessment, particularly as a result of the objectives for the strategy and the projects that are currently proposed to be funded.

### **(i) Sexual Orientation**

No differential impact on people due to their sexual orientation have been currently identified through this assessment, particularly as a result of the objectives for the strategy and the projects that are currently proposed to be funded.

### **(j) Other factors that may lead to inequality – in particular – please consider the impact of any changes on low income groups or those experiencing the impacts of poverty (please state):**

The overall aim of the Anti-Poverty Strategy is to improve the standard of living and daily lives of those residents in Cambridge who are currently experiencing the impacts of poverty. The strategy will bring greater focus and coordination to the Council's existing efforts to address poverty, while identifying areas where the Council can have even greater impact. A range of actions will be identified as part of the development of the initial draft Strategy between now and October 2104, but a number of activities have already been identified which will have a positive impact on people on low incomes:

- If the proposal for the Council to pay the Living Wage is adopted, this will have a positive impact on staff, agency workers and Relevant Employees. Insofar as the Living Wage is calculated to provide for a basic cost of living and to enable employees to provide for themselves and their families, it will contribute in a tangible way to ameliorating the financial disadvantage and difficulties of those in the lowest paid jobs.
- If the employment of a Living Wage External Campaign Officer results in more businesses and other organisations within the City, including the Universities, paying a Living Wage to their staff, this will have a positive impact on those residents who are currently not paid the Living Wage.
- Providing additional support to credit unions in the city will help residents on low incomes to access banking services and affordable credit and avoid loan sharks.
- The proposed Water and Energy Costs Anti-Poverty Scheme would provide officer capacity to assist residents to review their water usage and assess whether they would achieve savings through having a water meter installed. It would also encourage take-up of water and energy efficiency measures. If additional support and promotion in lower income areas resulted in greater awareness and take-up of water meters, and energy and water efficiency measures, this could potentially have a positive impact on some residents living on low incomes if it led to a reduction in their water bills.
- The proposal to increase the budget for promotion of energy efficiency and insulation schemes (such as the Energy Company Obligation) could have a positive impact on those living on low incomes if the proposed targeting of low income areas of the City results in greater take-up in these areas.
- Extra Cambridge promotion of the Cambridgeshire Collective Energy Switching Scheme could have a positive impact on those on low incomes and those suffering from fuel poverty if it leads to greater awareness and take-up of the County-wide collective energy-switching scheme amongst Cambridge residents
- The proposed Youth Apprenticeship Programme aims to create more youth apprenticeships than are currently available in City Council services, which would have a positive impact on the skills and employability of those young people that benefit from the apprenticeships created. If these young people are from low income households, this

could have a positive impact on poverty.

- Providing an expanded programme of 'Community Clear Out Days' in the North and South of the City could have a positive impact on those residents living on low incomes and others who may find it difficult to access existing locations. It would increase access to free disposal of bulky waste rather than paying for these services.

#### 8. If you have any additional comments please add them here

None

#### 9. Conclusions and Next Steps

- If you have not identified any negative impacts, please sign off this form.
- If you have identified potential negative actions, you must complete the action plan at the end of this document to set out how you propose to mitigate the impact. If you do not feel that the potential negative impact can be mitigated, you must complete question 8 to explain why that is the case.
- If there is insufficient evidence to say whether or not there is likely to be a negative impact, please complete the action plan setting out what additional information you need to gather to complete the assessment.

All completed Equality Impact Assessments must be emailed to Suzanne Goff, Strategy Officer, who will arrange for it to be published on the City Council's website.  
Email [suzanne.goff@cambridge.gov.uk](mailto:suzanne.goff@cambridge.gov.uk)

#### 10. Sign off

Name and job title of assessment lead officer: David Kidston, Strategy and Partnerships Manager

Names and job titles of other assessment team members and people consulted:

Date of completion: 30 June 2014

Date of next review of the assessment: October 2014, to coincide with the presentation of the initial draft Strategy to the Council's Strategy and Resources Committee.

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To: Executive Councillor for Finance and Resources:  
Councillor George Owers

Report by: Head of Finance

Relevant scrutiny committee: Strategy & Resources  
14/7/2014  
Scrutiny Committee

Wards affected: Abbey Arbury Castle Cherry Hinton Coleridge  
East Chesterton King's Hedges Market Newnham  
Petersfield Queen Edith's Romsey Trumpington  
West Chesterton

### **INSURANCE SERVICES CONTRACT**

#### **Key Decision**

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#### **1. Executive summary**

1.1 The existing contract for Insurance Services expires on 31<sup>st</sup> March 2015. This report seeks Executive Councillor approval to re-tender in accordance with the Council's Contract Procedure Rules.

#### **2. Recommendations**

The Executive Councillor is recommended:

- 2.1 To authorise officers to undertake the re-tendering and award of the Council's Insurance Services contract for an initial period of 3 years to 31<sup>st</sup> March 2018 with the Council's option to extend the contract for a further period up to 2 years to 31 March 2020, subject to the preferred tender price being within 5% or less of the approved budget and if necessary to the approval of the Director of Transformation to any additional expenditure.
- 2.2 To approve the appointment of a broker to assist with the tender process.

### 3. Background

3.1 The Council's current 5 Year Long Term Agreement for Insurance Services is with Zurich Municipal and this contract expires on 31<sup>st</sup> March 2015. The Council currently holds the following insurance cover: -

- Casualty Insurance (Liability)
- Property Insurance
- Motor Insurance
- Engineering Insurance
- Additional Specific covers e.g. Computer, Fidelity Guarantee, Land Charges

3.2 It is intended to structure the procurement by breaking the insurance cover into Lots; this will enable potential bidders to bid for one or more lot increasing competition.

3.3 The Council has chosen to take some risk upon itself by accepting policy excesses, where each claim is met by the insured up to a pre-defined limit. To manage the 'self-insurance' the Council has built up an Insurance Fund to cover any losses up to the pre-defined limits. As part of the tender process we will work with the brokers to assess whether the existing arrangements are still the most efficient.

3.4 The Council has looked into the possibilities of collaborative working on insurance but the differing nature of individual authorities insurance arrangements make this impractical. To realise any financial advantage from a collaborative exercise each participating authority would have to agree on the same levels of cover for all classes of insurance and in addition agree to the same levels of deductibles and self-insurance.

3.5 The advantages of using a broker to assist with the tender process are: -

- Good current understanding of the insurance market.
- A number of the key providers of insurance in the Public Sector may not respond direct to the tender or subsequently deal directly with the City Council if they are successful in the tender process.
- Responses from a number of insurers including engineering insurers; alternative motor insurers and a few other areas will not be forthcoming unless brokers are involved.
- The involvement of brokers will encourage holding insurers to be more competitive.

Value for money is more likely to be achieved by obtaining a larger number of packages and individual quotes.

#### **4. Implications**

##### **(a) Financial Implications**

The estimated total contract value, for a potential period of 5 years, is £2,500,000. This figure is based on current year costs plus a margin for inflation given the current market.

The funding of brokers to assist with the tender process will be met from the Insurance Fund. It is anticipated that broker costs will be less than £5,000.

##### **(b) Staffing Implications (if not covered in Consultations Section)**

A change of the Council's insurer will entail some additional work by certain members of staff dealing with the administrative detail of changing insurers. Establishing the Council's preferred contractor at the earliest opportunity should assist with this changeover

##### **(c) Equality and Poverty Implications**

There are no equal opportunity implications as a result of this proposal

##### **(d) Environmental Implications**

There are no environmental implications from this proposal

##### **(e) Procurement**

There are 2 procurement options available for the Insurance Services Contract:

a) A full European Union Procurement Procedure where it is anticipated that the procurement route taken will be either the Open or Restricted route.

b) Utilising the ESPO Pro 5 Framework agreement for Insurance Services.

Officers will take advice on the most appropriate route for the procurement given the limited relevant market.

(f) **Consultation and communication**

There are no additional implications from this proposal

(g) **Community Safety**

There are no additional implications from this proposal

**5. Background papers**

**6. Appendices**

**7. Inspection of papers**

To inspect the background papers or if you have a query on the report please contact:

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## **Leader and Executive Councillor for Strategy and Transformation: Councillor Herbert**

### **Lead Councillors to be appointed:**

#### **Lead Councillor for Disability: Councillor Bird**

To advise the Executive Councillor and to lead on council disability policies, including access to council services, buildings and city centre, and Council role re wider access issues.

#### **Lead Councillor for Equalities: Councillor Ratcliffe**

To advise the Executive Councillor and to lead on wider council policies on equalities obligations other than on disabilities, including events and campaigns.

#### **Lead Councillor for Domestic Violence and Community Safety: Councillor Sinnott**

To advise the Executive Councillor and to lead on work underway on the council's application for white ribbon status, and investigate related Community Safety Partnership and police priorities for effective tackling of domestic violence.

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To Executive Councillor for Strategy & Transformation

Report by Chief Executive, Director of Environment, Director of Customer & Community Services and Director of Business Transformation

Relevant Scrutiny Committee Strategy & Resources 14 July 2014

### **2013/14 Revenue and Capital Outturn, Carry Forwards and Significant Variances – Strategy Portfolio**

#### **Key Decision**

##### **1. Executive summary**

- 1.1 This report presents a summary of the 2013/14 outturn position (actual income and expenditure) for services within the Strategy portfolio, compared to the final budget for the year. The position for revenue and capital is reported and variances from budgets are highlighted, together with explanations. Requests to carry forward funding arising from certain budget underspends into 2014/15 and future years are identified.
- 1.2 It should be noted that outturn reports being presented in this Committee cycle reflect the reporting structures in place prior to the recent changes in Executive portfolios. In light of those changes (together with the requirement to report outturn on the basis of portfolios in place during 2013/14) members of this committee are asked to consider the proposals to carry forward budgets and make their views known to The Executive Councillor for Finance & Resources, for consideration at Strategy & Resources Scrutiny Committee prior to his recommendations to Council.

##### **2. Recommendations**

Members of the Scrutiny Committee are asked to consider and make known their views on the following proposals:

- a) To agree the carry forward requests for £17,320 as detailed in Appendix C, to be recommended to Council for approval.

- b) To seek approval from Council to carry forward capital resources to fund rephased net capital spending of £436,000 from 2013/14 into 2014/15 as detailed in Appendix D.

### 3. Background

#### Revenue Outturn

- 3.1 The outturn position for the Strategy portfolio, compared to the final revenue budget, is presented in detail in Appendix A.
- 3.2 Appendix B to this report provides explanations of the main variances.
- 3.3 Appendix C sets out the final list of items, for this portfolio, for which approval is sought to carry forward unspent budget from 2013/14 to the next financial year, 2014/15.
- 3.4 The overall revenue budget outturn position for the Strategy portfolio is set out in the table below:

<b>Strategy portfolio 2013/14 Revenue Summary</b>	<b>£</b>
Final Budget	3,563,830
Outturn	3,368,584
Variation – (Under)/Overspend for the year	(195,246)
<b>Carry Forward Requests:</b>	17,320
<b>Net Variance</b>	<b>(177,926)</b>

The variance represents 5.0% of the overall portfolio budget for the 2013/14 financial year.

#### Capital Outturn

- 3.5 Appendix D shows the outturn position for schemes and programmes within the Strategy portfolio, with explanations of variances.
- 3.6 An overall net underspend of £436,000 has arisen on Keep Cambridge Moving - this represents a contribution to Earmarked Reserve in 2013/14 ahead of the programme being formulated, and



rephrasing of the capital programme is required to transfer the budget into 2014/15.

#### **4. Implications**

- 4.1 The net variance from the final budget, after approvals to carry forward budget of £17,320 from 2013/14 to the next financial year, would result in a reduced use of General Fund reserves of £177,926.
- 4.2 In relation to anticipated requests to carry forward revenue budgets into 2014/15, the decisions made may have a number of implications. A decision not to approve a carry forward request will impact on officers' ability to deliver the service or scheme in question and this could have staffing, equal opportunities, environmental and/or community safety implications.

#### **5. Background papers**

These background papers were used in the preparation of this report:

- Closedown Working Files 2013/14
- Directors' Variance Explanations – March 2014
- Capital Monitoring Reports – March 2014
- Budgetary Control Reports to 31 March 2014

#### **6. Appendices**

- Appendix A - Revenue Budget 2013/14 - Outturn
- Appendix B - Revenue Budget 2013/14 - Major Variances from Final Revenue Budgets
- Appendix C - Revenue Budget 2013/14 - Carry Forward Requests
- Appendix D - Capital Budget 2013/14 - Outturn

#### **7. Inspection of papers**

To inspect the background papers or if you have a query on the report please contact:

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## Strategy Portfolio / Strategy &amp; Resources Scrutiny Committee

## Revenue Budget 2013/14 - Outturn

Service Grouping	Original Budget £	Final Budget £	Outturn £	Variation Increase / (Decrease) £	Carry Forward Requests - see Appendix C £	Net Variance £
<b>Chief Executive</b>						
Corporate Strategy	489,020	457,930	436,404	(21,526)	0	(21,526)
<b>Environment</b>						
CCTV	146,490	95,420	42,640	(52,780)	0	(52,780)
<b>Customer &amp; Community Services</b>						
Community Safety	144,370	134,770	95,156	(39,614)	17,320	(22,294)
<b>Central Services</b>						
Corporate & Democratic Services	2,014,000	2,358,590	2,304,940	(53,650)	0	(53,650)
Central Provisions and Centrally allocated costs	(71,570)	316,420	290,494	(25,926)	0	(25,926)
Pensions - Early Retirements capitalised costs	138,700	200,700	198,950	(1,750)	0	(1,750)
<b>Total Net Budget</b>	<b>2,861,010</b>	<b>3,563,830</b>	<b>3,368,584</b>	<b>(195,246)</b>	<b>17,320</b>	<b>(177,926)</b>

Changes between original and final budgets may be made to reflect:

- portfolio and departmental restructuring
- approved budget carry forwards from the previous financial year
- technical adjustments, including changes to the capital accounting regime
- virements approved under the Council's constitution
- additional external revenue funding not originally budgeted for

and are detailed and approved:

- in the June/July committee cycle (outturn reporting and carry forward requests)
- in September (as part of the Mid-Year Financial Review, MFR)
- in the January committee cycle (as part of the Budget Setting Report, BSR)
- via technical adjustments/virements throughout the year

## Strategy Portfolio / Strategy &amp; Resources Scrutiny Committee

Revenue Budget 2013/14 - Major Variances  
from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount £	Contact
<b>Corporate Strategy</b>	Minor variances	(21,526)	A Limb
<b>CCTV</b>	Projects to install CCTV cameras were delayed and will now be carried out in 2014/15. As these projects are fully rechargeable there will be no effect on the 2014/15 (Shared Service) budget.	(52,780)	M Beaumont
<b>Community Safety</b>	Underspending in Community Safety results predominantly from under-utilisation of funding for Safer City Grants coupled with delays in organisations being awarded some of the grants making claims for the funding. In respect of the former, the ongoing budget was reduced as part of the 2014/15 budget process and in respect of the latter, the funding has been requested as a carry forward to allow commitments to be upheld in 2014/15. Funding for domestic violence co-ordination across the city was also underspent in 2013/14, with a request to carry this forward to meet any unavoidable costs associated with domestic violence and homicide on behalf of the Community Safety Partnership.	(39,614)	L Kilkelly
<b>Central Provisions, Centrally allocated costs and Corporate &amp; Democratic Services</b>	Major variances include underspends of:  £25k due to reduced consultants and professional fees.  £31k Maternity Fund - the base budget provision of £168k was supplemented by £70k in the Budget-Setting Report, but demand on this fund (which is difficult to anticipate) has been less than the revised estimate.  £25k central overheads.	(81,326)	John Harvey
<b>Total</b>		<b>(195,246)</b>	

## Strategy Portfolio / Strategy & Resources Scrutiny Committee

### Revenue Budget 2013/14 - Carry Forward Requests

Request to Carry Forward Budgets from 2013/14 into 2014/15 and future years

Item		Amount £	Contact
	<b>Director of Customer &amp; Community Services</b>		
1	Carry forwards are requested in respect of grants awarded in 2013/14 for Footpath Lighting in Derby Road / Flamsteed Road (£5,000) and the North City Girl's Group (£2,960), where payments were not claimed by March 2014, but where the recipient will be expecting to receive the funding once the project reaches an appropriate stage.	7,960	L KilKelly
2	A carry forward of funding for domestic violence co-ordination work is requested to meet any costs arising from domestic violence and homicide on behalf of the Community Safety Partnership.	6,160	L KilKelly
3	A carry forward is requested in respect of the balance of funding for training and facilitation of the Neighbourhood Resolution Panel Volunteers, where a small outlay is ensuring that input is appropriately made by a number of volunteers in this key area.	3,200	L KilKelly
	<b>Total Carry Forward Requests for Strategy Portfolio / Strategy &amp; Resources Scrutiny Committee</b>	<b>17,320</b>	

Strategy Portfolio / Strategy & Resources Scrutiny Committee

2013/14 Capital Budget Position

Capital Ref	Description	Lead Officer	Original Budget 2013/14		Final Budget 2013/14		Outturn		Variance - Outturn compared to Final Budget		Re-phase Spend		Over / (Under) Spend		Comments
			£000		£000		£000		£000		£000		£000		
SC543	Voltage Optimisation Roll-out	D Kidston	0	33	33	36	36	0	3	0	0	3	3	Project completed. Overspend of £3k financed from the Climate Change Fund.	
SC593	Keep Cambridge Moving Fund Contribution	S Payne	0	436	436	0	0	436	(436)	436	0	0	0	Contribution to Earmarked Reserve in 2013/14 ahead of the programme being formulated	
<b>Total Projects</b>			<b>0</b>	<b>469</b>	<b>469</b>	<b>36</b>	<b>36</b>	<b>436</b>	<b>(433)</b>	<b>436</b>	<b>0</b>	<b>3</b>	<b>3</b>		
<b>Total for Strategy Portfolio</b>			<b>0</b>	<b>469</b>	<b>469</b>	<b>36</b>	<b>36</b>	<b>436</b>	<b>(433)</b>	<b>436</b>	<b>0</b>	<b>3</b>	<b>3</b>		



To: Leader of the Council  
Report by: Head of Legal Services  
Relevant scrutiny committee: Strategy & Resources  
14/7/2014  
Scrutiny Committee  
Wards affected: Abbey Arbury Castle Cherry Hinton Coleridge  
East Chesterton King's Hedges Market Newnham  
Petersfield Queen Edith's Romsey Trumpington  
West Chesterton

### **CAMBRIDGE CITY COUNCIL LIVING WAGE ACCREDITATION**

#### **Key Decision**

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#### **1. Executive summary**

1.1 The purpose of the report is, as instructed by Members at the meeting of the Strategy and Resources Committee on 20<sup>th</sup> January 2014, to explore the options for the Council becoming a Living Wage Employer accredited by the Living Wage Foundation.

1.2 Living Wage accreditation requires the Council:

- to pay its own employees not less than the Living Wage (which the Council has done since April 2013),
- to the extent permitted by law to put plans in place to pay contracted staff (and sub-contracted staff) that provide services to or on behalf of the Council on Council premises for 2 or more hours in any given day in a week for 8 or more consecutive weeks in a year not less than the Living Wage
- commit to meeting any annual increases in the Living Wage rate (for both council and relevant contracted staff).

1.3 A decision is needed to either apply for accreditation and to amend the Council's existing policy to reflect this, or to continue to pursue the policy contained within the Pay Policy Statement 2014 confirmed by Council on 27th February 2014. The Pay Policy is reviewed annually.

1.4 If adopted, achieving accredited status would form an important part of the Council's emerging anti-poverty strategy.

## **2. Recommendations**

The Executive Councillor is recommended:

2.1 to adopt a living wage policy in respect of contractors as set out in paragraph 4.13 below to the extent permitted by law;

2.2 to authorise the Director of Business Transformation to seek accreditation from the Foundation as a UK Living Wage employer.

2.3 to authorise the Director of Business Transformation to make such minor alterations to the approach set out in this report as may be required to achieve accreditation following consultation with the Executive Councillor, Chair and Opposition Spokes;

2.4 to amend the Contract Procedure Rules accordingly.

## **3. Background**

3.1 At its meeting on 25<sup>th</sup> October 2012 Council adopted a Notice of Motion (2/57/CNLe Motion E) that stated its belief that:

- The national minimum wage was an important development to ensure a basic level of income for the lowest paid
- However, given the cost of living in Cambridge the minimum wage is not enough for an individual or a family to avoid living in poverty with all the ill effects that has
- A living wage is considered the minimum wage needed to provide "adequate income" to ensure social inclusion for an individual or their family
- As one of the City's biggest employers the City Council can help promote the living wage in Cambridge by becoming a "living wage employer"
- That the procurement strategy of the City Council can influence and encourage our partners in service delivery to uphold the same approach

3.2 Accordingly in February 2013 the Council adopted a Living Wage Policy as part of its consideration of the Pay Policy Statement 2013/14. One element of the then policy required the Council to review, within 12 months, the proposal to pay the minimum of the Living Wage to agency workers after 4 weeks of their engagement, any changes to be proposed for



the 2014 Pay Policy Statement. The review was carried out and the Policy confirmed by Council on 27<sup>th</sup> February 2014.

3.3 The current policy as contained within the Pay Policy Statement 2014/15 states:

*“The Council has adopted a Living Wage policy for staff, agency workers and contractors engaged through the Council’s procurement processes.*

*The Council will pay the national Living Wage rate for Cambridge City Council staff, by way of a supplement to pay rates.*

*The Council will pay the minimum of the national Living Wage rate to agency workers after 4 weeks of their engagement with the City Council*

*The Council will encourage contractors to adopt the Living Wage through the Council’s procurement processes”*

The Pay Policy Statement is reviewed annually in January.

3.4 In January 2014 it was agreed by the Executive Councillor for Customer Services and Resources that a report would be brought to a future meeting of the Strategy and Resources Scrutiny Committee exploring the options for accreditation by the Foundation.

3.5 The Living Wage is a commitment by an employer to pay at least the minimum hourly rate to its employees that provides the basic cost of living. It is a voluntary commitment and is separate from the National Minimum Wage which employers are required to pay by law. The UK Living Wage campaign is run by the Foundation.

3.6 Studies by the Greater London Authority (GLA) and Queen Mary’s University into the business benefits of implementing a living wage policy found that more than 80% of employers consulted believed that the living wage had enhanced the work of their staff while absenteeism had fallen by approximately 25%. Two thirds of employers reported a significant impact on recruitment and retention within their organisation and felt that their reputation as an ethical employer had been enhanced as a result.

3.7 The Foundation state that a living wage affords people the opportunity to provide for themselves and their families (dignity and well-being of least well off residents is a key tenet of the Anti-Poverty Strategy) and 50% of employees felt that the living wage made them more willing to implement changes in their working practices; enabled them to require fewer

concessions to effect change; and made them more likely to adopt change more quickly.

3.8 The UK Living Wage is based on the average price of a minimum basket of goods and services needed to provide a basic quality of life, including housing and childcare costs. London is excluded from the UK Living Wage and has its own, higher, figure which is calculated by the GLA.

3.9 The Living Wage is not a fixed amount and is reviewed annually to accommodate changes in the price of goods and inflation. In November 2013 it was announced that the UK Living Wage had risen from £7.45 per hour to £7.65 per hour to reflect an increase in the basic cost of living.

3.10 Cambridge experiences higher living costs than many other parts of the UK. A combination of high private sector housing costs and pockets of low wages in key sectors of the local economy means that many of the City's residents already face greater pressure to meet living costs than those in other parts of the country.

3.11 The Living Wage is an important contribution towards achieving the priorities in the Council's Vision, of "One Cambridge – Fair for all" in particular "A city which believes that the clearest measure of progress is the dignity and well-being of its least well-off residents, which prioritises tackling poverty and social exclusion, recognising that greater social and economic equality are the most important pre-conditions for the city's success".

3.12 The Council is developing an Anti-Poverty Strategy, with the ruling group stating in their annual statement that "The Council's core priority will be to share Cambridge's prosperity in order to ensure that the benefits of growth are enjoyed by all, including those who clean and staff Cambridge's shops, offices and restaurants, those who work in low-paid jobs at Addenbrookes or in the colleges...". The Council's approach to the living wage could form a key element of such a strategy, provide leadership and set an example to other employers in the City.

## **4 What Accreditation means**

4.1 Living Wage Accreditation, which is granted by the Foundation, requires an employer to pay all employees the current Living Wage as a minimum and increase this amount in line with any future annual increases in the Living Wage.

4.2 For the purposes of accreditation, employees fall into two separate groups, those who work directly for the Council and those employed by

contractors (and their sub-contractors) appointed by the Council providing services on its behalf.

4.3 Annual increases in the Living Wage will have financial implications beyond 2015-16 that can't be predicted. As a public body we have an obligation to protect our financial interests and in making the commitment to become an Accredited Employer we will review costs related to future increases in the Living Wage as part of the annual review of the Pay Policy Statement referred to above.

4.4 A growing number of organisations around the UK have already become accredited (700 in total including 30 local authorities – Harlow, Ipswich and Norwich in the East of England at the time of writing) and others are going through the process.

4.5 There will be an annual fee to the Council of £400 payable to the Foundation.

4.6 If we achieved status as an Accredited Employer we would be entitled to a licence to use the Living Wage Employer mark

#### **Living Wage Accreditation first criteria – council employees**

4.7 The Council has been paying the Living Wage to employees (and agency staff after 4 weeks of their engagement) since April 2013. The Council has led the way as far as agency staff is concerned by setting a standard that goes beyond the Foundation's requirements under which agency staff are to be paid the Living Wage after 8 weeks of their engagement.

#### **Living Wage Accreditation second criteria – procurement**

4.8 For the reasons set out below, the Council cannot lawfully adopt a blanket approach to the inclusion of the Living Wage in all of its contracts. The Council will have to assess on a case by case basis, whether there is a best value justification for including a requirement for the contractor to pay the Living Wage each time a relevant procurement is considered.

4.9 Local Authorities are prevented from taking into account of “non-commercial considerations” when letting contracts. These include the terms and conditions of employment by contractors of their workers. Regulations have relaxed the prohibition by providing that the Council can take account of terms and conditions of employment to the extent that it considers it necessary or expedient in order to meet its “best value duty”.

4.10 More recently the Public Services (Social Value) Act 2012 allows the Council to have regard to non-commercial matters to the extent that it considers it necessary or expedient to comply with its duty to improve the economic, social and environmental well-being of Cambridge when letting contracts but only to the extent of matters that are relevant and proportionate to what is to be procured.

4.11 The limitations of the Council's freedom to act is recognised by the Foundation. Procurement criteria within the Living Wage accreditation agreement require that, **to the extent permitted by law**, contractors (and their sub-contractors) providing a service to or on the Council's behalf should pay their employees (identified below) the living wage and also meet any annual increases in the Living Wage rate.

4.12 Therefore within the terms of the accreditation, the Council can exempt cases where it would not be lawful to consider requiring the Living Wage in a contract. In addition, the accreditation agreement stipulates that the Living Wage only applies to contractor/sub-contractor employees (other than an apprentice or intern) who work on Council premises for 2 or more hours on any day of the week for 8 or more consecutive weeks in a year ("Qualifying Staff").

4.13 The new policy would require contractors to pay at least the Living Wage to Qualifying Staff unless the contract fell within the permitted exclusions (see para 4.15) including where it would be inappropriate to do so. In order to identify those contracts for which it would not be appropriate to require the Living Wage it is proposed that the procedure set out below is followed.

4.14 The recommended procedure is:

- Assess if the Living Wage is within the scope of the procurement ie are there any potential Qualifying Staff?
- A best value assessment of the benefits or otherwise of requiring the Living Wage is made at the outset of each relevant procurement project. The assessment will cover areas such as
  - a. recruitment/reliance on agency staff and retention
  - b. turnover of staff,
  - c. quality of staff in terms of experience/qualifications,
  - d. nature of service and market sector,
  - e. feedback from any market investigations
  - f. likely cost estimated with reference to market consultations and experience from other procurement exercises

- The best value assessment will include consideration of the Council's obligations under the Social Value Act 2012 where the service contract is caught by the European Procurement directives/Public Contracts Regulations 2006. This will take into account:
  - a. Proportionality: the likely change to the staffing cost element compared to the overall value of the contract
  - b. Relevance: the contribution that payment of the Living Wage can make to achieving any social value objectives identified by the Council via its Vision, objectives or the portfolio or operational plan of the client department that are relevant to the subject matter of the contract
- The completed assessment is considered by the relevant Director, or for contracts valued at £300k or more, by the Director and the Executive Councillor following pre-scrutiny, and a decision is made about the inclusion or otherwise of a contractual condition requiring the contractor to pay the Living Wage to qualifying staff in any particular contract.
- If a decision is made to include the Living Wage, reference to the requirement is included in the advertisements/OJEU notice and tender documents for the procurement.

### Benefits

- A transparent process
- The competitive process may minimise the impact of contractors passing on a living wage price uplift
- Clear audit trail
- Clarity for potential contractors from the outset of the procurement
- Risk management. The risk of challenge by potential bidders on the basis of anti-competitiveness or breach of fiduciary duty identified before contract award for the highest risk contracts

### Risks

- Adds complexity to the procurement processes
- Financial aspect of best value assessment not based on actual costs resulting from competition
- A decision not to require the Living Wage may result in the Council compromising the terms of its accreditation

## 4.15 Exclusions

The only contracts that would be excluded from the requirement to pay the Living Wage would be

- contracts where it would be unlawful to require payment of the Living Wage
- contracts where, following evaluation, it was considered inappropriate to pay to impose the requirement

4.16 There are a number of existing contracts that have a significant remaining contract period. Where the opportunity presents itself and there is a best value case to justify it, the Living Wage will be implemented if appropriate and possible but there are some to which the Living Wage will not be applied until the contracts are renewed. This is a problem common to other authorities and has been recognised by the Foundation which offers a phased implementation option. Phased implementation allows for contracts to be brought into line on a rolling basis as they come up for renewal. Although there is no specific cut-off point the Foundation expects the bulk of contracts to move onto the Living Wage (where it would be legal to do so) within two or three years of accreditation. Very long term contracts (for example the IT management contract) are considered by the Foundation on a case by case basis.

## 5. Implications

### (a) Legal Implications

5.1 The EU procurement rules, the Public Contracts Regulations 2006 and the Local Government Acts 188 and 1999 (as amended) impose restrictions which would mean that adopting a blanket policy of applying the Living Wage to all contracts would be unlawful. This is recognised by the Living Wage Foundations whose licence requires the Living Wage to be considered “to the extent permitted by law”. For some services, in particular where there is likely to be cross border interest, a requirement to submit a Living Wage bid could be a barrier to potential suppliers. The risk can be minimised if the decision to adopt a living wage requirement is assessed on a case by case basis and made clear from the outset of the procurement. An assessment will be required in each case prior to tendering a contract as to whether a Best Value case can be made for imposing a Living Wage for a particular contract. The assessment will include linking the living wage requirement to the subject matter of the contract. An audit trail of the decision and reasons for it will need to be maintained. If Accreditation is sought, project managers will need help from the procurement and legal teams to identify which contracts it would be appropriate to apply the Living Wage to.

5.2 Where the Living Wage is to be applied, effective contract clauses and contract monitoring arrangements will need to be put in place in order to ensure that the Living Wage is applied fairly and effectively to all Qualifying Staff and that any changes to the specified Living Wage that result from the annual reviews are paid in a timely manner.

**(b) Financial Implications**

The annual fee for Living Wage accreditation is £400. This could be met from the Sharing Prosperity Fund (subject to Member approval) in the event that a decision is made to go ahead.

As far as satisfying the first accreditation criteria, the Council's staff and agency workers (after 4 weeks) are already paid the current Living Wage there will be no additional cost as a consequence of accreditation.

With regard to the second criteria, it is not possible estimate the additional cost with respect to staff employed through contracts as the pay rate information to make a calculation is not available. The financial impact for each contract going forward will be assessed as part of the Best Value assessment required at the start of the procurement. The actual impact will be identifiable once the contract is in place starting with the building cleaning procurement and over time the Council will gain experience which will inform the annual review of the policy referred to at para 4.3 above.

**(b) Staffing Implications** (if not covered in Consultations Section)

Council staff (and agency staff after 4 weeks) are already paid at least the Living Wage. The impact of any change would relate to contractor and sub-contractor staff delivering services to the Council on Council premises.

**(c) Equality and Poverty Implications**

An Equalities Impact Assessment is attached as Appendix 1 to this report. It concludes that payment of the Living Wage, as required to achieve accredited Living Wage Employer status, will have a positive impact on the Council's staff, agency workers working for the Council and Relevant Employees. Insofar as the Living Wage is calculated to provide for a basic cost of living and to enable employees to provide for themselves and their families it will contribute in a tangible way to ameliorating the financial disadvantage and difficulties of those in the lowest paid jobs.

(d) **Environmental Implications**

There are no environmental implications arising from this report.

(e) **Procurement**

The procurement implications of the Council becoming an accredited Living Wage authority are covered in the report.

(f) **Consultation and communication**

The Director of Business Transformation and the Heads of Legal, Human Resources and Corporate Strategy have been consulted on this report.

The trade unions recognised by the Council, Unison and GMB are supportive of the Living Wage and have held a national campaign to encourage employers to adopt the Living Wage. In the event that a decision is made to seek accreditation, the unions will be consulted throughout the process.

(g) **Community Safety**

There are no community safety implications arising from this report.

**6. Background papers**

These background papers were used in the preparation of this report:

Reports to Strategy and Resources Scrutiny Committee 21 January 2013,  
Civic Affairs, 30<sup>th</sup> January 2013, Council 21 February 2013, Strategy and  
Resources January 2014 and Council February 2014  
Equality Impact Assessment  
Living Wage Foundation – Guide for Employers

**7. Appendices**

A Equalities Impact Assessment



## 8. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

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# Cambridge City Council Equality Impact Assessment



Completing an Equality Impact Assessment will help you to think about what impact your strategy, policy, plan, project, contract or major change to your service may have on people that live in, work in or visit Cambridge, as well as on City Council staff.

The template is easy to use. You do not need to have specialist equalities knowledge to complete it. It asks you to make judgements based on evidence and experience. There are guidance notes on the intranet to help you. You can also get advice from David Kidston, Strategy and Partnerships Manager on 01223 457043 or email [david.kidston@cambridge.gov.uk](mailto:david.kidston@cambridge.gov.uk) or from any member of the Joint Equalities Group.

## 1. Title of strategy, policy, plan, project, contract or major change to your service:

Project to become a Living Wage Authority accredited by the Living Wage Foundation

## 2. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?

The Living Wage is a commitment by an employer to pay the minimum hourly rate to its employees (and to certain contracted/sub-contracted employees working in Council occupied buildings) that provides for the basic cost of living. It is a voluntary commitment and is separate from the National Minimum Wage which employers are required to pay by law.

The UK Living Wage campaign is run by the Living Wage Foundation that determines the level of the Living Wage on an annual basis.

The Council is considering becoming an accredited Living Wage employer. This means that the Council:

- a. must pay its own employees at least the Living Wage which it has done since January 2013;
- b. to the extent permitted by law, must ensure that its contractors (and any sub-contractors) that supply staff which provide a service to or on behalf of the Council involving 2 or more hours of work in any given day in a week for 8 or more consecutive weeks in a year on the Council's premises or in property occupied by us (Relevant Employees) at least the Living Wage
- c. must pay any increase in the Living Wage (a review is undertaken in November each year) within 6 months of the publication of the revised rate.

If the Council becomes an accredited authority it will need to amend its Procurement Strategy and Contract Procedure Rules. If these documents are amended then the associated equalities impact assessments will be also need to be amended.

**3. Who will be affected by this strategy, policy, plan, project, contract or major change to your service? (Please tick those that apply)**

- Residents  
 Visitors  
 Staff

A specific client group or groups (please state):  
Contractor and sub-contractor's Relevant Employees

**4. What type of strategy, policy, plan, project, contract or major change to your service is this? (Please tick)**

- New  
 Revised  
 Existing

**5. Responsible directorate and service**

Directorate: Business Transformation

Service: Legal Services

**6. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service?**

- No  
 Yes (please give details):

If the Council's becomes an accredited Living Wage authority, officers in departments that are responsible for the procurement of services/works will have to consider, on a case by case basis, whether or not requiring contractors (and their sub-contractors) to pay Relevant Employees the Living Wage can be justified in terms of Best Value and/or Social Value (as defined in the Social Value Act 2012) and seek approval from their Line Manager/Head of Service/Director and/or Executive Councillor and relevant opposition spokes (depending on the value of the proposed procurement) to the inclusion or exclusion of the requirement.

## 7. Potential impact

Please list and explain how this strategy, policy, plan, project, contract or major change to your service could **positively** or **negatively** affect individuals from the following equalities groups.

When answering this question, please think about:

- The results of relevant consultation that you or others have completed (for example with residents, people that work in or visit Cambridge, service users, staff or partner organisations).
- Complaints information.
- Performance information.
- Information about people using your service (for example whether people from certain equalities groups use the service more or less than others).
- Inspection results.
- Comparisons with other organisations.
- The implementation of your piece of work (don't just assess what you think the impact will be after you have completed your work, but also think about what steps you might have to take to make sure that the implementation of your work does not negatively impact on people from a particular equality group).
- The relevant premises involved.
- Your communications.
- National research (local information is not always available, particularly for some equalities groups, so use national research to provide evidence for your conclusions).

**(a) Age** (any group of people of a particular age, including younger and older people – in particular, please consider any safeguarding issues for children and vulnerable adults)

A significant number of young and older people work in part-time, low paid employment. If the Council becomes Accredited, Relevant Employees in these groups currently earning less than the Living Wage would be positively affected by receiving an increase in their pay.

**(b) Disability** (including people with a physical impairment, sensory impairment, learning disability, mental health problem or other condition which has an impact on their daily life)

There are no obvious differential impacts on disability groups arising from Accreditation

**(c) Gender**

Women are disproportionately represented in the lower paid sectors. If the Council becomes Accredited, female Relevant Employees currently earning less than the Living Wage would be positively affected by receiving an increase in their pay.

**(d) Pregnancy and maternity**

There are no obvious differential impacts on pregnancy and maternity groups arising from Accreditation

**(e) Transgender (including gender re-assignment)**

There are no obvious differential impacts on transgender groups arising from Accreditation

**(f) Marriage and Civil Partnership**

There are no obvious differential impacts on marriage and civil partnership groups arising from Accreditation

**(g) Race or Ethnicity**

People from black or minority ethnic backgrounds are heavily represented in some low paid employment sectors. If the Council becomes Accredited, Relevant Employees from outside these groups would be positively affected.

**(h) Religion or Belief**

There are no obvious differential impacts on groups of any particular religion or belief arising from Accreditation

**(i) Sexual Orientation**

There are no obvious differential impacts sexual orientation groups arising from Accreditation

**(j) Other factor that may lead to inequality (please state):**

Individuals that have no, or low levels of educational qualification are heavily represented in some low paid employment sectors. If the Council becomes Accredited, Relevant Employees in this group currently earning less than the Living Wage would be positively affected by receiving an increase in their pay.

## 8. If you have any additional comments please add them here - Impact on Poverty

Payment of the Living Wage, as required to achieve accredited Living Wage Employer status, will have a positive impact on the Council's staff, agency workers working for the Council and Relevant Employees. Insofar as the Living Wage is calculated to provide for a basic cost of living and to enable employees to provide for themselves and their families it will contribute in a tangible way to ameliorating the financial disadvantage and difficulties of those in the lowest paid jobs.

As recorded above low pay affects significantly more women than men, mainly due to the fact that women are more likely than men to work part time. According to a study in Scotland into child poverty, overall two thirds of low paid workers are female. As most single parent, low income households are headed by women, the prevalence of low pay amongst the female workforce is a major factor in child poverty. Payment of the living wage will contribute (as part of a wider strategy) toward alleviating child poverty.

## 9. Conclusions and Next Steps

- If you have not identified any negative impacts, please sign off this form.
- If you have identified potential negative actions, you must complete the action plan at the end of this document to set out how you propose to mitigate the impact. If you do not feel that the potential negative impact can be mitigated, you must complete question 8 to explain why that is the case.
- If there is insufficient evidence to say whether or not there is likely to be a negative impact, please complete the action plan setting out what additional information you need to gather to complete the assessment.

All completed Equality Impact Assessments must be emailed to David Kidston, Strategy and Partnerships Manager, who will arrange for it to be published on the City Council's website. Email [david.kidston@cambridge.gov.uk](mailto:david.kidston@cambridge.gov.uk)

## 10. Sign off

Name and job title of assessment lead officer: Deborah Quincey, Strategic Procurement Advisor

Names and job titles of other assessment team members and people consulted:  
Simon Pugh, Head of Legal Services, Deborah Simpson, Head of Human Resources, Andrew Limb, Head of Corporate Strategy

Date of completion: June 2014

Date of next review of the assessment: June 2015

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To: The Leader and Executive Councillor for Strategy:  
Councillor Lewis Herbert

Report by: Ray Ward

Relevant scrutiny committee: Strategy & Resources  
14/7/2014  
Scrutiny Committee

Wards affected: Abbey Arbury Castle Cherry Hinton Coleridge  
East Chesterton King's Hedges Market Newnham  
Petersfield Queen Edith's Romsey Trumpington  
West Chesterton

## SHARED SERVICES

### Key Decision

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#### 1. Executive summary

This report provides members with an update on the Council's current shared service arrangements and the potential for the further sharing of services going forward. It also suggests an approach to governance around this subject.

#### 2. Recommendations

The Executive Councillor is recommended:

- 2.1 That Members endorse the proposed outcomes for shared working in Section 4.1 as the basis for shaping future shared service work for the Council.
- 2.2 That a joint project governance structure be set up with a Member Steering Group overseeing the process supported by a shared service project board as described in Section 7 below.
- 2.3 That the Council Leaders be appointed to that Steering Group with the power to co-opt individual relevant portfolio holders as required.
- 2.4 That an 'in principle' agreement be given to a shared services between South Cambridgeshire District Council (SCDC) and Huntingdon District Council (HDC) for ICT and Legal as set out in the

report and that project board be tasked with agreeing outline business cases by September 2014.

### **3. Background**

3.1 The impact of cuts in public spending has meant that all public agencies have had to find more efficient ways of delivering services. One of the ways we have sought to deliver those efficiencies is to deliver services in shared arrangements with other local authorities.

3.1.2 To date we are sharing:

Home Improvement Agency - Cambridge City Council (CCC), (SCDC) and (HDC)

Internal Audit - CCC, SCDC and Peterborough City Council

Support to Joint Development Control Committee - provided by CCC

Payroll - CCC and SCDC

CCTV - CCC and HDC

Interim S151 Officer - provided to CCC by SCDC

3.1.3 We have also agreed a City Deal with government which would ultimately see the Council setting up a combined authority with SCDC and the County Council to deliver strategic planning and transport.

3.1.4 The original approach was to seek opportunities to develop shared services as they emerged. Last November we agreed a list of back-office services to explore particularly with SCDC as the geography of the two councils and the nature of the City Deal made them a natural first point of contact. However, this has not been an exclusive partnership and we have also been discussing with HDC the opportunity for sharing services where we have a more similar service offering.

3.1.5 This report seeks to update members on where discussions currently are and to propose a formal structure going forward to explore the opportunities for shared services with both SCDC and HDC where appropriate.

## 4. Outcomes for Shared Working

4.1 The Council recognises that it will be smaller going forward and one of the ways to develop local public services is to work in shared service arrangements in order to help protect key services and to ensure resilience whilst retaining local control and sovereignty.

4.2 CCC, SCDC and HDC have different ways of providing some services and different levels of discretionary services. They also have very different geographies with one being urban, one being rural and one a mix of the two. This means that it may make sense to combine some services together across all three councils, but more pragmatically some services may make sense in different combinations of the two authorities.

4.3 In working together, in whatever permutation, all three Councils will seek to deliver seamless services to internal service users and the public and to deliver the following outcomes:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant council's with those councils sharing the risks and benefits and controlling the operation and direction of the service
- Savings through reduced management costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in operating the shared service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies
- Sharing of specialist roles which individually are not viable

4.4 The Council is committed to consulting staff about the proposals that affect them. The underlying objectives proposed as the approach to shared services are;

- Fair terms and conditions of employment
- Paying a minimum of the living wage
- A commitment to staff training and development
- Recognition of trade unions
- A commitment to tackling inequality and celebrating diversity in service delivery

## **5. Current Position on Individual Services**

### **5.1 Services being explored between the City Council and South Cambridgeshire DC**

#### **5.1.1 Shared Waste Services**

The shared waste work is proceeding positively. The aim is to first co-locate at Waterbeach depot and to then move to a shared service.

There is wider work going on through the RECAP Partnership to identify further countywide opportunities.

**Timetable:** Outline business case for shared depot at Waterbeach to be reported to members in July. Detailed business case in October.

#### **5.1.2 Strategic Planning**

This is linked to the City Deal; the work aims to develop a proposal with County Transport functions.

**Timetable:** Plan to report in October

### **5.2 Services being explored between the City Council, South Cambridgeshire DC and Huntingdon DC**

#### **5.2.1 ICT**

The current models of operation utilised by the three councils are radically different. The City Council has an in-house client team and outsourced delivery. SCDC and Hunts both have direct delivery. Technical differences between the authorities are diminishing during the current financial year with the adoption of a shared network (Cambridgeshire Public Sector Network) and CCCs move onto the Microsoft suite of products so there is real potential.

It is proposed that all three Council's should develop a technical strategy roadmap to standardise IT systems in a planned manner whilst also taking advantages of opportunities as they arise to enable further shared service opportunities - both front and back office to bring the IT operational models of the three Council's together. This would enable the shared service to exploit expertise to generate increased effectiveness and efficiency of IT Service delivery to the three authorities.

It is proposed that external capacity is procured to;

- Conduct a baseline analysis of current ICT provision in the participating councils based on existing service information enabling a total cost of ICT service provision broken down into agreed units of cost

- Develop a target operating model for the future ICT shared function that would assist the participating councils in broadening the adoption of shared services
- Develop a clear roadmap and outline implementation approach and plan to redefine IT operations and service delivery to achieve potential significant cost savings through the standardization of services and platforms, improved demand management and informed customer choices about the cost-effective use of IT resources
- Assist with the development of the job design of a manager post to lead the shared ICT service

It is proposed to fund this work on an equal basis between the councils and in our case this will be funded by the Efficiency Fund.

**Timetable:**

The outcome of this work will be reported to this committee in September 14.

### 5.2.2 **Legal Services**

It is proposed that a shared in-house legal service to meet the legal support needs for the three councils is developed and in doing so create a model that could be extended to include other similar councils.

A larger legal team will provide greater resilience to cope with peaks of workload, staff absences etc. It will allow for greater specialisation and a wider range of services, avoiding the need for external procurement of legal support.

It will also provide opportunities for greater efficiency through development of standard ways of working, avoiding duplication of activity between the three councils, and through allocating work at an appropriate level within teams. It is proposed we should build a detailed business case for the creation of a shared service model for a joint 'legal practice' between SCDC, HDC and CCC, reserving the decision around monitoring officer responsibilities to each Council.

**Timetable:**

The outcome of this work will be reported to this committee in September.

### 5.2.3 **Building Control**

HDC and SCDC propose to join a regional partnership set up by South Norfolk. The City Council is evaluating this against other potential models.

**Timetable:** SCDC and HDC decision in July, the City to further consider and report in October 14.

### **5.3 Services being explored by South Cambridgeshire DC and Huntingdon DC**

5.3.1 The systematic review of services has begun between the two Councils. In addition to work on the above, planning (in particular development management) is being scoped.

### **5.4 Services which have been discussed but not pursued at current time**

#### **5.4.1 Revenues and Benefits**

This should be revisited when the impact of the Universal Credit and the transfer of functions to DWP has been assessed; consideration will be given to whether the remainder of this service area might be brought into a shared service configuration.

#### **5.4.2 HR**

Radically different levels of service provision from respective teams means a shared HR service not feasible at this time. However, this should be revisited once the City Council has done more work on its future specification and model for HR services.

Whilst not sharing operational teams at this stage, we should continue collaborative work to understand any differences in the areas of terms and conditions (T&C's) of employment and policy which may be barriers to future sharing of services.

## **6. Future Opportunities**

6.1 Once the project manager role has been established (see 5 below) and a virtual team created, the early focus will be on establishing a programme of work. The direction for the work is that all services are within scope for the review, and it is planned that a detailed phasing plan will be ready for debate in September.

6.2 The reality is that the programme is likely to spread over the next three years as the shared service models emerge and options for further expansion of the sharing are explored with neighbouring councils.

6.3 Another element of work which will be developed over the next 12 - 18 months is the further commercialisation of some of the services being reviewed. This will be for services where a private sector market

already exists, or indeed, where one can be stimulated to provide the Councils with income streams.

## **7. Project Management**

- 7.1 Given the complexity of the arrangements and overlapping discussions it is important that we streamline this into a project governance structure with clear roles and responsibilities.
- 7.2 It is proposed there should be a Member Steering Group overseeing the process. This has worked well with Waste. Initially meeting on a monthly basis to form and shape the programme going forward the meetings will move to a quarterly basis once the programme is established. The Steering Group would comprise of the three council leaders with the relevant portfolio holders attending, dependent on the agenda.
- 7.3 A shared services board of 6 - the 3 Chief Executives and one corporate director from each Council to oversee the detail development of proposals and implementation; meeting on a monthly basis.
- 7.4 This would be supported by a shared project team from across all three councils, overseen by a project manager jointly accountable to the shared services board.
- 7.5 Individual business cases would pass from this system, as required, to be agreed or reviewed by the appropriate decision making structures of each council.
- 7.6 To provide some financial support to assist the council's a bid is being made to the Transformation Challenge Fund. The aim of the proposal is to provide capacity.

## **8. Priorities for Project Board**

- 8.1 To help all three councils exploit the full potential for sharing it will be important to agree:
  - A shared template for business plan development
  - A clear cost sharing model including equitable treatment of overheads, risk and productivity gains
  - An agreed protocol for handling staff engagement, consultation and communication
  - An organisation development plan to develop staff skills and to enable secondments and other joint working within and outside

the formal joint services. As part of the planning, the project board needs to identify any differences in terms of conditions which may be barriers to sharing and the potential solutions to these.

## 9. Implications

### (a) Financial Implications:

At this stage the financial modelling has not begun, so the full implications will need to emerge as the business plans develop. In work elsewhere around England, early indications are that savings of up to 15% may be available from shared service solutions.

The short term costs of this work are being accommodated within each council's existing resource base.

Should the Transformation Challenge Bid be unsuccessful, there will need to be a more detailed assessment of how this work can be supported.

### (b) Staffing Implications See Section 4.4

### (c) Equality and Poverty Implications

An EqIA has not yet been completed as the work to actually describe the equalities opportunities implications is yet to be undertaken. This will be reviewed at a later date.

### (d) Environmental Implications

Nil.

As part of this section, assign a climate change rating to your recommendation(s) or proposals. You should rate the impact as either:

- +H / +M / +L: to indicate that the proposal has a high, medium or low positive impact.
- Nil: to indicate that the proposal has no climate change impact.
- -H / -M / -L: to indicate that the proposal has a high, medium or low negative impact.

Follow the guidance on the intranet at <http://intranet/sustainability/policies-and-procedures.html>



(e) **Procurement**

None.

(f) **Consultation and communication**

Extensive consultation and engagement with both staff and trade unions will be essential as will the need to co-ordinate this activity with both SCDC and HDC as appropriate. A news release has been developed, which will also form the basis of a Cambridge Matters article and will also be available on the Council's website.

Please state what you have done / are planning to do by way of consultation

The Councils Code of best practice on consultation and community engagement can be accessed via:

<http://intranet/Guidelines/code-of-best-practice-on-consultation-and-community-engagement.pdf>

Please state what you have done / are planning to do to communicate the content of this report to residents and others, e.g. through the media using a news release, Cambridge Matters, content on the council's website, Twitter or Facebook.

Advice is available at <http://intranet/corporate-marketing/>

(g) **Community Safety**

N/A

**10. Background papers**

These background papers were used in the preparation of this report:

10/7/14 - HDC report to Overview & Scrutiny Panel (Economic and Wellbeing)

10/7/14 - SCDC report to Leader and Cabinet

**11. Appendices**

None.

**12. Inspection of papers**

To inspect the background papers or if you have a query on the report please contact:

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